



Doing not Trying:
Unprecedented Opportunities

Doing not Trying: Unprecedented Opportunities

2020 was a difficult year that none of us will ever forget. It was also a year when LEAD Network's role was more crucial than ever.

Data shows that the socio-economic impact of the coronavirus pandemic could reverse the advances societies have made towards gender equality, while the UN has warned of far-reaching consequences for women and girls. At LEAD Network, we are determined to learn lessons from the crisis, and to redouble our efforts to safeguard and extend the progress our industry has made on diversity and inclusion.

In 2020, we welcomed 3,000 new members, bringing the total to more than 10,000, of whom 19% are men. This means we now have the critical mass to bring about a sea change within the entire European CPG and retail industry. In a clear sign that leading companies are making diversity and inclusion a strategic business priority, revenue from our corporate Partners reached a new high of €1m, which will help us to further increase our activities.

The fact that we managed to run a successful conference in October, entirely online, is testament to the commitment and innovative spirit of our members, our team of 200+ volunteers and our corporate Partners. Nowhere is this spirit more apparent than among our Chapters, whose work is the lifeblood of our movement. Accordingly, this annual report focuses on their efforts and activities (see pages 5-11).

In 2021, we will mark the 10th anniversary of LEAD Network. We have already come a long way, and I believe that together we can turn the Covid crisis into an unprecedented opportunity to create a future of inclusion and gender equality at all levels.



LEAD Network Executive Director
Sharon Jeske

Our milestones in 2020:

- 29 CEOs have now signed our CEO Pledge
- Our CEO Roundtable had the highest participation yet with 50 CEOs, half of them women
- We published an influential new report, *Unlimited Potential: Flexible Working on the Shop Floor*, with the support of Waitrose & Partners
- We set up a new country Chapter in Poland and launched a Sales & Buying Chapter

Our goals for 2021 include:

- Celebrating the 10th anniversary of LEAD Network and developing our strategic plan for the next decade
- Delivering the third edition of the Gender Diversity Scorecard to track the number of women in senior executive positions within the European CPG and retail industry
- Building our new SuperPowersNow initiative (see page 4)
- Launching a new Chapter in Belgium and Luxembourg
- Increasing our membership to 12,000

MESSAGE FROM ADVISORY BOARD CHAIR

2020 was a volatile and challenging year. The coronavirus pandemic and economic distress tested all of us in many different ways.

It was a year that challenged our resilience. It will also forever change the way we live and work. It encouraged us to be more creative, agile and determined in our efforts.

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

When the pandemic hit, LEAD Network had four top priorities:

- Be the diversity and inclusion network of choice for companies and individuals within Europe's CPG and retail industry
- Develop and empower the next generation of inclusive leaders
- Help our Partners make progress toward gender equality
- Be a powerful advocate on diversity and inclusion

Ultimately, despite 2020's challenges, I am proud to say that we made strides on all fronts while staying focused on our mission. In so many ways, this has never been more important.

In 2021, we will continue to offer unique value to our members and Partners. We will strengthen our focus on building lasting impact on our industry and shaping strategic alliances.

At LEAD Network, we are passionate about accelerating the journey to gender equality. We are excited to see that businesses are now recognising that building diverse teams is a way to find better outcomes and more effective solutions in a volatile social and business environment.

Positive change does not happen by chance – it requires leadership, courage and hard work. It's easier when you have a friend or trusted advisor in your network to help and challenge you.

In 2021, LEAD Network will continue to unleash the 'superpowers' of our members, be the source of inspiration and knowledge, and be a unique platform for bringing together young talent and seasoned leaders, all with the goal of creating an exciting, gender-balanced and inclusive CPG and retail industry.



*Chair Advisory Board
of LEAD Network*

Veronika Pountcheva
*Global Director
Corporate Responsibility &
Senior Vice President
METRO AG /
Managing Director NX-Food*

OUR PURPOSE, VISION AND MISSION

PURPOSE

Our purpose is to partner with, inspire and enable men and women in the European CPG and retail industry to create a future of inclusion and gender equality at all levels.

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.
We believe we can create more sustainable value by leveraging the full talent pool.

MISSION

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

THE SUPERPOWERS INITIATIVE



Turning our individual or company skills and behaviours into SuperPowers to eliminate gender inequality – now.

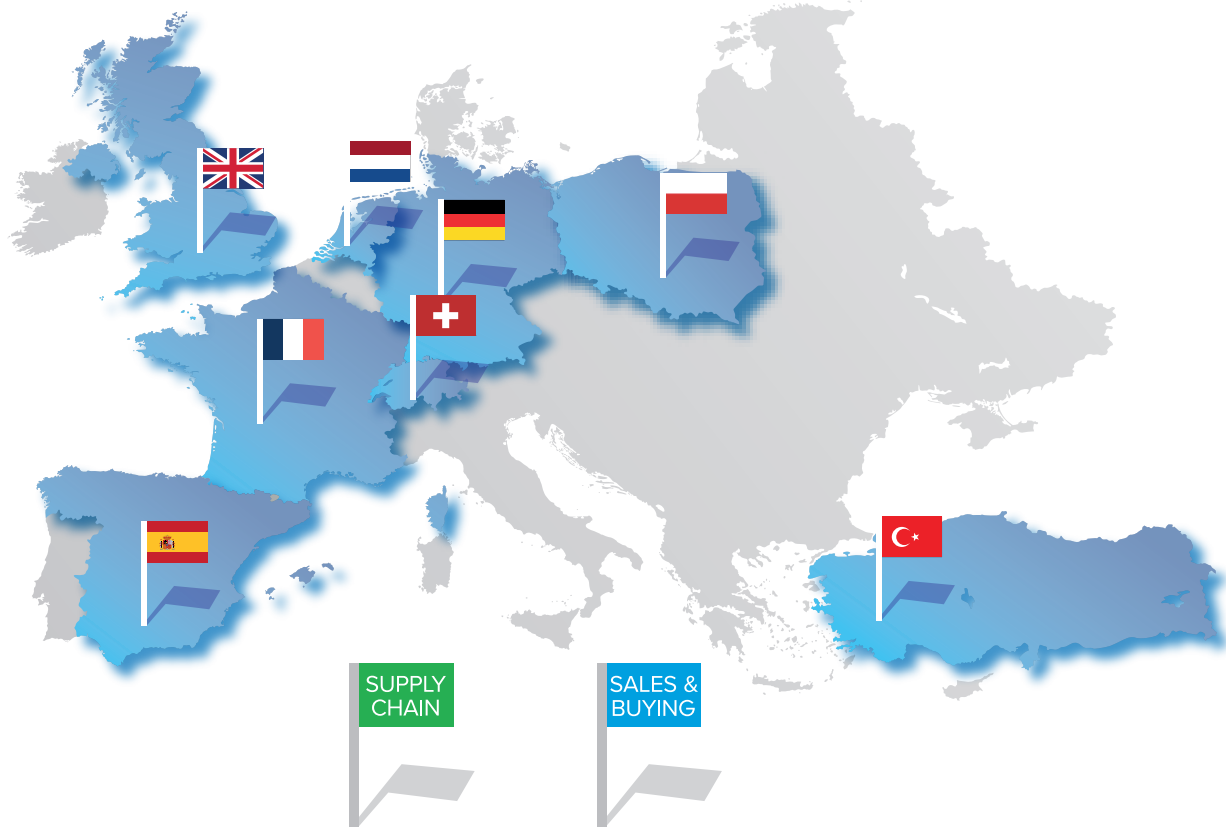
Why the SuperPowersNow Initiative?

SuperPowersNow helps the members and Partners of LEAD Network to take the decisions and actions that will bring about gender equality.

www.lead-eu.net/superpowers



CHAPTERS: WHERE THE ACTION IS!



Chapters timeline



Ask a member what they like about LEAD Network, and the answer is very likely to be, the Chapters.

Chapters are about learning, sharing, meeting old friends and making new ones.

Unique in Europe, our network of Chapters now numbers 10, and we are adding new ones every year.



Subscribe to events and webinars using the LEAD Network app.

www.lead-eu.net/lead-network-member-platform-mobile-app

CHAPTERS: WHERE THE ACTION IS!

In 2020, LEAD Network underlined the importance of Chapters by hiring a Chapters Manager, Catherine Bullen. Catherine has mapped out the needs and objectives of our Chapters and developed a programme to support their further growth.

Under the leadership of Cross-Chapter Meeting Chair, Cecilie Westh, Chapter Committee Chairs met regularly throughout the year to share learnings and identify solutions to common challenges.

Behind the scenes, teams of volunteers in Chapter committees worked on developing webinars and local events, growing membership, communication, and engaging retailers.

2020 tested the mettle of our volunteers. Overnight, the schedule of live events had to be substituted with virtual events, eventually culminating in 65 virtual events. Our motto for the year, 'Doing Not Trying, Unprecedented Opportunities' well and truly came to life. Our warm thanks and appreciation go to our team of more than 200 volunteers for their energy and creativity in helping to fulfil the mission of LEAD Network.



Cecilie Westh
Managing Director,
Benelux & Nordics Cluster Lead at Nielsen
and Cross-Chapter Meeting Chair for LEAD Network



Cross-Chapter Marketing & CRM Admin Meeting



Gemany Chapter Event at METRO



Turkey Chapter Event



UK Chapter Event

2015



TURKEY CHAPTER

Launch date: 2015



Chair:
Aysun Zaman,
Migros Ticaret

The Turkey Chapter was founded in 2015 and became an association in 2018. During 2020, we hosted 22 webinars sponsored by our corporate Partners, hosted a CEO roundtable, conducted a Diversity Score Card survey, and started a mentorship programme. We were proud to receive the Outstanding Chapter Award at the 2020 virtual conference.



Turkey Chapter Committee

Chair

2020 : Aysun Zaman
Migros Ticaret
At launch : Füsün Tavus Mumcu

Member growth

Launch : 186
2020 : 521

Fun fact

We ended the year with a virtual performance by the famous Turkish comedian Kaan Sekban, enjoyed by 265 members.

2016



UK CHAPTER

Launch date: 2016



Chair:
Clare Walker,
RB

The UK Chapter has grown rapidly, thanks to the dedication and commitment of all those involved, particularly our Chapter Committee and the Partners who hosted events. Word of mouth has been particularly valuable in encouraging men to become involved. And they did! Replacing planned face-to-face events with webinars provided a real opportunity for increased involvement of our members; it also gave them access to an amazing range of content from other Chapters.



2016, UK Chapter launch event

Chair

2020 : Clare Walker
RB
At launch : Sue Knowles
Costco Wholesale

Member growth

Launch : 140
2020 : 2,000

Fun fact

Our Chapter works as a team, leveraging each other's strengths using our unique profiles, akin to superpowers. For the 2020 conference this resulted in us producing a short video for our members – super fun to do!

2016



SPAIN CHAPTER

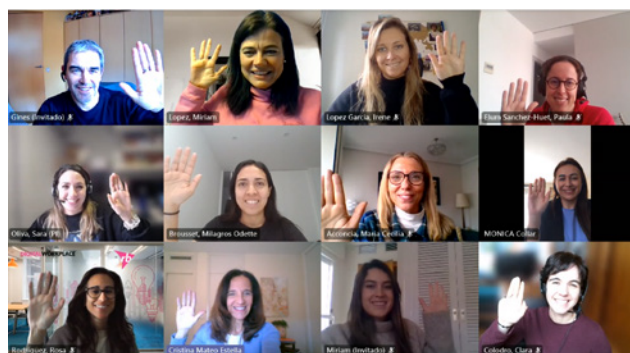
Launch Date: 2016



Chair:
Sara Oliva,
Pepsico

The Spain Chapter was launched in 2016 by Adriana Vázquez, and championed by Diane Tucci, Country Manager Costco Wholesale for Spain and a member of the Advisory Board of LEAD Network.

The 2019 annual conference hosted in Madrid was our most memorable event. The Spain Chapter Committee connected with many new members and signed up excited new volunteers for our Chapter Committee.



Spain Chapter Committee

Chair

2020 : Sara Oliva
Pepsico
At launch : Adriana Vazquez

Member growth

Launch : 75
2020 : 1,000

Fun fact

In 2018, Helen Tomlinson, GM for GSK Spain, got GSK involved in the Spain Chapter and organised a successful event. What was remarkable is that Helen, who is British and back then didn't speak Spanish, prepared and delivered her speech entirely in Spanish and did a fantastic job. An example of how great our members are and how all challenges can be surpassed if we put in the right effort.

2016



GERMANY CHAPTER

Launch Date: 2016



Chair:
Joana Bremer,
Coca-Cola
European
Partners

The Germany Chapter team spirit and culture grew during the pandemic. Our bi-weekly meetings brought freshness to our routine, even more during lockdown periods. We supported one another during hard times and managed to set up new initiatives such as the Germany Retailer Roundtable.

After eight months of meeting team members only through calls, it was great to see a large number of them in person at our Chapter meeting in Berlin. We were still brainstorming ideas in the cab on our way back to the airport, and that's when the German Retailer Roundtable was conceived.



Germany Chapter Committee

Chair

2020 : Joana Bremer
Coca-Cola European Partners
At launch : Gabriele Riedmann de Trinidad

Member growth

Launch : 70
2020 : 809

Fun fact

The Germany Chapter is considering launching sub-Chapters. We started the year with big plans to grow the Hamburg/Northern Germany Chapter with a Kellogg's and Unilever-featured breakfast meeting, talking about job sharing. We had to postpone but are looking forward to rescheduling.

2017



SWITZERLAND CHAPTER

Launch Date: 2017



Chair:
Caroline Basyn,
Mondelēz

Caroline Basyn and a start-up team launched the Switzerland Chapter in 2017. Today, the Chapter Committee consists of 11 professionals, united by a passion for driving diversity and inclusion.

Activities span three strategic pillars:

1. Industry – influence industry to make women's careers a strategic priority.
2. Companies – create an ecosystem to advance gender equality.
3. Members – support members to take charge in building successful careers.



Switzerland Chapter Committee

Our popular mentoring events and co-creation workshops helped us win the Best Chapter Award in 2019. In 2020, we accelerated our journey in the virtual world, delivering six successful events: webinars, speed mentoring and a highly rated event, Lead your Career.

Chair

2020 : Caroline Basyn
Mondelēz

Member growth

Launch : 35
2020 : 1,217

Fun fact

Between them, the 11-strong Chapter Committee team have 25 children and grandchildren, and represent eight nationalities.

2018



NETHERLANDS CHAPTER

Launch Date: 2018



Co-Chair:
Anne Guit,
Ahold Delhaize

The Netherlands Chapter is growing fast! Every quarter we organise an educational webinar and a fun engagement event. We are proud that we even broke a record with the most attendees for our webinar 'Leading in times of crisis'.

The committee has 14 members from 10 Partners. It's inspiring and fun working together, even in these challenging times. Our motto is: 'minimal effort, maximum result'. Two of our committee members organise each event, and we rotate during the year to make it feasible for all to collaborate.



Netherlands Chapter Committee

This year we will focus on increasing the number of members within our Partner companies. Most importantly, in times of reduced face-to-face interactions, we plan to initiate small, high-energy connections in our network.

Chairs

2020 : Anne Guit, *Ahold Delhaize*
Lisanne Dennert, *Ahold Delhaize*
and Valérie de Bruin, *Unilever*
At launch : Julia Jelinska

Member growth

Launch : 180
2020 : 1,241

Fun fact

The Netherlands happy hour during the virtual conference was given the highest possible rating of five stars! Since then, we have started organising regular happy hours to create more engagement.



Interim Co-Chair:
Lisanne Dennert,
Ahold Delhaize



and **Co-Chair:**
Valérie de Bruin,
Unilever

2018

SUPPLY
CHAIN

SUPPLY CHAIN CHAPTER

Launch Date: 2018



Chair:
Nicole Zube,
Kellogg's

In 2018, Julia Edler presented the idea of creating a platform specifically for supply chain professionals. This functional Chapter, with members from across Europe, is a key attraction for new Partners.

A highlight in the Chapter's history was the first-ever LEAD Network European Supply Chain conference, held during the 2019 annual conference in Madrid. Top speakers shared insights with a capacity crowd of 100 participants on 'Going Digital in Supply Chain – Culture Matters'.



Supply Chain Chapter members

During 2020, the Chapter hosted a number of highly rated virtual events including 'Covid-19 and Supply Chain Resilience' and 'Recruiting for Balance in Supply Chain'.

Chair

2020 : Nicole Zube
Kellogg's
At launch : Julia Edler
Laure Pujol

Member growth

Launch : 75
2020 : 1,141

Fun fact

The Supply Chain Chapter comprises more than 30 nationalities!

2019



FRANCE CHAPTER

Launch Date: 2019



Chair:
Markus Sandmayr,
Danone

The France Chapter was officially born on 3 October 2019 with a launch event at the Unilever offices in Paris. Participants enjoyed the inspiring testimonials of Caroline Dassié, Directrice Executive Supermarchés Carrefour France, and Caroline Puechoultres, Directrice Stratégie & Commerciale Carrefour Market, who shared how they built their impressive careers.



France Chapter Committee

At the 2020 annual conference, Odile Nonat, Nielsen France, won the Volunteer of the Year Award. At the same event, Latifa Gahbice, General Manager CHEP France & Morocco, spoke about her career and how to succeed in the logistics business. Moments like these make our Chapter and LEAD Network strong.

Chair

2020 : Markus Sandmayr
Danone
At launch : Caroline Dassié

Member growth

Launch : 554
2020 : 724

Fun fact

Markus Sandmayr was LEAD Network's first male champion to take the leadership role as Chapter Co-Chair. Two other men joined the launch team, Eric Lecerf of Kellogg's and Bas Vorsteveld of GSK, making this the highest representation of men in a Chapter Committee at the time of launch.

2020



POLAND CHAPTER

Launch Date: 2020



Chair:
Malgorzata Cichecka,
NielsenIQ

The Poland Chapter was officially launched in October 2020. It was a milestone event for the Polish FMCG industry.

Our Chapter is young – in April 2020 we held our first committee meeting and got to know each other virtually.

Our Chapter Committee consists of two men, two retailers, three service providers, and seven manufacturers. Everyone is engaged and wants to make us big and well known in the FMCG industry.



Poland Chapter Committee members

Chair

2020 : Malgorzata Cichecka
NielsenIQ

Member growth

Launch : 93
2020 : 321

Fun fact

The Poland Chapter was nicknamed The Fellowship of the Ring during our first kick-off webinar. Poland Chapter Committee members feel like aunts and uncles to the new baby of Catherine, the Chapters Manager, who was introduced to us during the annual conference happy hour.

2020



SALES & BUYING CHAPTER

Launch Date: 2020



Chair:
Camilla Veith,
Unilever

The Sales & Buying Chapter launched in October, during an incredibly challenging time. Sales and buying are inherently relationship-based functions, forged over what can be years of face-to-face interactions, and always trying to do the best for the consumers we serve. Office closures, travel bans, operational disruption, and unpredictable shopper behaviours turned all this on its head in 2020. We have had to evolve as a function to meet these new challenges – and opportunities.

Female sales and buying leaders are still very much in the minority and we can play a hugely influential role in gaining men as allies. As a function, we want to represent the community of shoppers we serve – in all their glorious diversity!



Sales & Buying Chapter Committee

Chair

2020 : Camilla Veith
Unilever

Member growth

Launch : 1,045

Fun fact

Members from our Advisory Board voted this functional Chapter as 'most wanted'.

Message from the Treasurer of the Executive Committee

The report covers the 2020 calendar year and has been prepared in close collaboration with our accountants and tax advisors, Ouwersloot Kerkhoven.

When the pandemic emerged, we decided to develop worst- and best-case scenarios for the LEAD Network Foundation. This was followed, in April, by a reassessment of the budget for fiscal year 2020. The decision with the highest cost impact was to move from a live to a virtual annual event.

During 2020, the topline grew by 14% to a revenue of €1,154,050. The strong double-digit revenue growth was delivered by new Partners joining LEAD Network and existing Partners stepping up to the next level of Partnership. Our Partners continued to recognise the value of the organisation. Diversity and inclusion is becoming even more relevant in the virtual workplace and will be essential for business recovery.

After costs, there was a solid net result of €505,918. Net results were higher than originally foreseen in the budget, mainly due to lower spend on staff compensation and travel expenses.

Our cash position further improved due to a combination of topline growth and continued focus on debt collection. The liquidity surplus is €1,387,106. This cash position is in line with our financial strategy to hold a year's worth of reserves.

We will set up a strong plan for 2021 and beyond, outlining how to re-invest our free cash flow. A substantial part of the plan includes further investment in the creation of distinctive products to continue our growth and further increase the impact of LEAD Network on the CPG and retail industry.

In the following 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 we extend our warm thanks for your continuing support.

On behalf of the Executive Committee,

Treasurer of the Executive Committee

Felicia Eijsink-Waaijer
VP Finance Tea Global, Unilever



*Treasurer of the
Executive Committee*

Felicia Eijsink-Waaijer
VP Finance Tea Global,
Unilever



*Chair of the
Executive Committee*

Annelie Verstraaten
Owner, Merkwijis



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

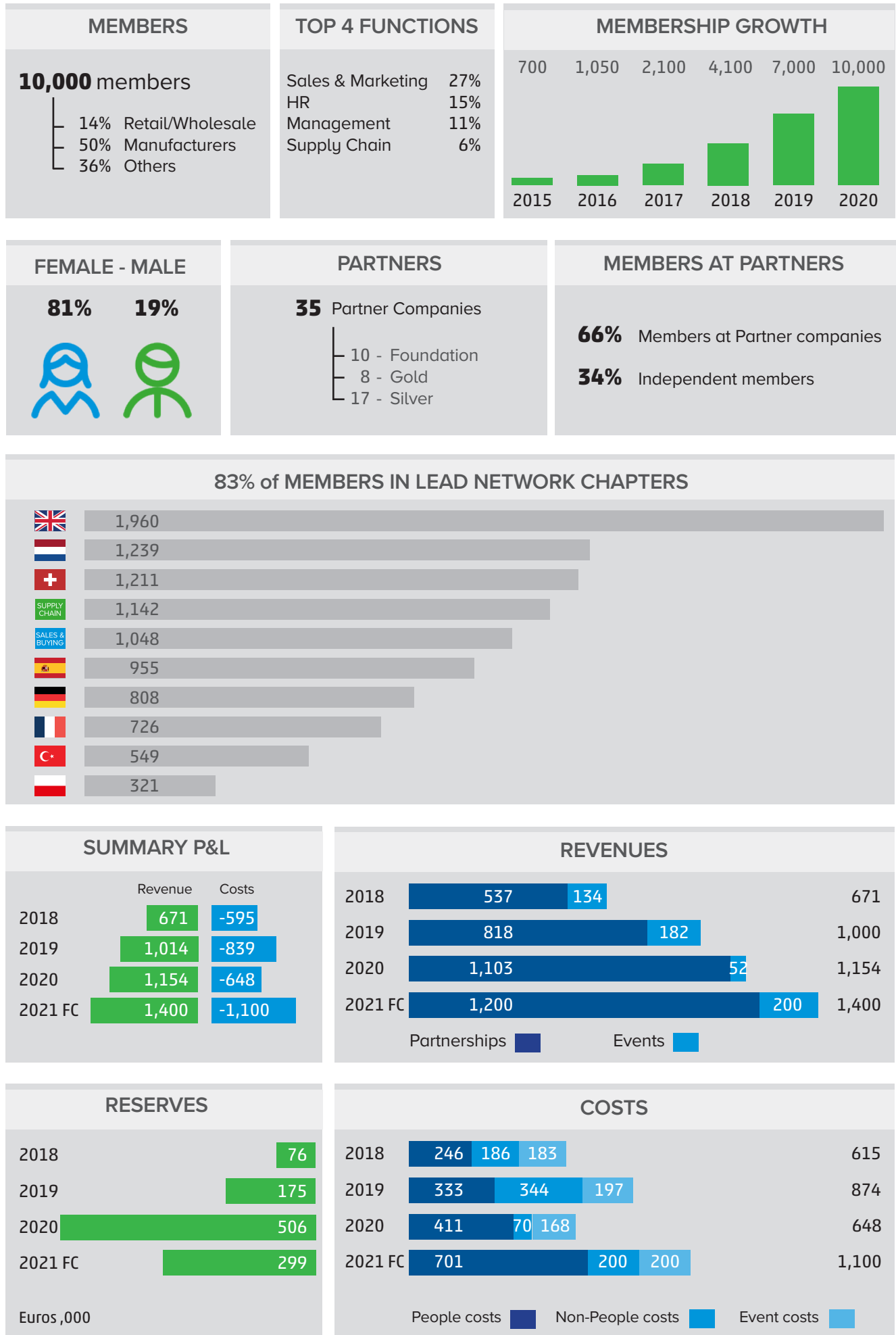
Mick Broekhof



*People Strategy,
Executive Committee*

Ingeborg Lampe
COO Roamlar

2020 YEAR-END DASHBOARD



WORDS FROM AMBASSADORS OF FOUNDATION PARTNERS

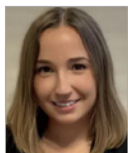


"I am honoured to serve as a LEAD Network Ambassador representing Ahold Delhaize. This opportunity combines two of my passions: diversity and inclusion; and lifelong learning. I look forward to collaborating with individuals who share my passion as we work to further gender equity in the consumer goods industry."

Jacqueline Blount, *Global Manager, Diversity and Inclusion, Ahold Delhaize*

"I am honoured to be representing Carrefour as a Partner Ambassador of LEAD Network. It is an amazing opportunity to learn more about what other companies are doing to promote diversity and inclusion. I am looking forward to working with my fellow Ambassadors."

Vanessa Kolasniewski, *Responsable Talents, Direction Talents & Carrière France, Carrefour*



"I am thrilled to be part of LEAD Network and look forward to working with the other Ambassadors. I recently joined the Inclusion and Diversity Centre of Expertise at Coca-Cola European Partners. I know I will be inspired by this amazing network."

Alba Ramos Sánchez, *Inclusion and Diversity, Coca-Cola European Partners*

"At Coca-Cola, we believe a more inclusive workplace is key to our growth. That's why we aim for our company to be 50% led by women. I'm honoured to be a Partner Ambassador for LEAD Network, an organisation working to advance female talent, skills, and networking opportunities, raising the bar (and opportunities) for us all."

Jennifer Ragland, *Senior Director, Industry & System Commercial Communications, The Coca-Cola Company*

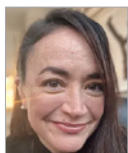


"I believe we need more diversity of thinking on the executive boards of consumer goods companies for the industry to thrive and for the world to be a better place. LEAD Network is a fantastic opportunity to create a powerful movement with a compelling voice to move the needle in the industry."

Emmanuelle Roman, *Global Marketing Director, Consumer Industry at EY*

"Throughout my career, I have often found myself the only woman in the room. I was thrilled to have a seat at the table, but I have always felt that my role necessitates helping other women advance and be heard."

Heba El Mahdy, *Country Director Egypt & Horn of Africa, Johnson & Johnson Consumer*



"What excites me as a Partner Ambassador is the ability to create a multiplier effect for current and future generations of female leaders. I'm honoured to help move the needle for diversity and inclusion so we can get more talented women at senior levels in our organisations."

Stephanie Manning, *Global Communications Leader, NielsenIQ*

"As LEAD Network Ambassador, I have the opportunity and responsibility to play a bigger role in driving change in our industry. I'm honoured to be working alongside passionate people who share the same ambition of creating more sustainable value by leveraging the full talent pool."

Carine Shili, *Communications Director, P&G Europe*



"I bring a relentless curiosity about people to my role of Partner Ambassador. Under PepsiCo's mantra 'What makes you unique, makes us better' I know that together we can achieve so much more, with inclusion creating advantages for businesses and for the people at the heart of them."

Jemima Bradbury-Wade, *Head of Diversity, Culture and Engagement Communication, PepsiCo Europe*

"I am honoured to be a Partner Ambassador for LEAD Network and look forward to collaborating with members to activate our organisations to the next level of value creation."

Liesel Kruger, *Area HR Director, Europe, Australia and New Zealand, RB*



"I'm a strong believer in diversity in all its forms and bring this passion into action as LEAD Network Ambassador at Unilever."

Fatma Tek, *Global Portfolio & Operations Manager Unilever, The Netherlands*

THANK YOU TO OUR CURRENT PARTNERS

FOUNDATION PARTNER



GOLD PARTNER



SILVER PARTNER





Foundation LEAD Network
Keizersgracht 59A
1015CE Amsterdam, Netherlands

www.lead-eu.net
info@lead-eu.net

follow us on:



All rights reserved. No part of this publication may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopy, recording, or any information or storage and retrieval system, without permission in writing from the publisher LEAD Network.

© 2021, LEAD Network, all rights reserved