



Welcoming people from the stage at the Palais des Congrès in Issy les Moulineaux were Sharon Jeske, Executive Director of LEAD Network, and Veronika Pountcheva, Member of the International Sustainability Standards Board and Chair of LEAD Network's Advisory Board. "Today's delegates represent 131 companies and 61 nationalities," said Veronika. "Our dream of a gender equal industry is becoming a reality."

Hosted by the France Chapter of LEAD Network, the conference had as its theme 'Doing not Trying: Lead through Inclusion'. The emphasis was on creating change through bold, practical action, at the level of the individual, the company and the industry as a whole.

During Thursday, the CEO Roundtable convened to decide on an industry-wide initiative to support the development of future leaders; two new Chapters – NextGen and Digital – were officially launched; and dynamic sessions of the CIO Roundtable and Retailer Roundtable were held. In the evening there was a networking dinner, sponsored by The Coca-Cola Company, where people had the chance to reconnect with old friends and make new ones, over Champagne and French cuisine.

On Friday, a diverse range of speakers took to the stage to deliver inspirational talks about their personal experiences of inclusion, and share details of their companies' initiatives to drive forward the D&I agenda. Highlights included a keynote from BEL Group CEO Cécile Béliot-Zind, discussing

the importance of courageous leadership; Emirhan Deniz Çelebi, Equity, Diversity and Inclusion Lead at Unilever, who explored ways to make companies more inclusive for trans people; and Olena Vdovychenko, CEO of METRO Cash & Carry Ukraine, who received a standing ovation for her moving speech about the role of D&I in keeping the business running during times of war.

Sharon Jeske described the progress made from the very first conference, held in 2013 and attended by 60 people in a small hotel room with flipcharts, to the current milestone of 16,000 members from across Europe, 20% of them men. She welcomed LEAD Network's newest Partner companies: Bayer, L'Oréal, Campari Group, Cargill, Criteo, Diageo, GXO, Pernod Ricard, Stanley Black and Decker, Boots, Duracell, Ingredion and Manor. "They share our vision and will enrich our exchange of leading practices," she said.



Lead through Inclusion



Rami Baitiéh and Nigyar Makhmudova

Senior leaders from two of France's leading companies, Carrefour and Danone, shared the stage to talk about their businesses' efforts to advance inclusion.

Rami Baitiéh, Executive Director Carrefour France and Member of Carrefour Group Executive Committee, described the firm's multi-pronged approach to D&I, which includes gender; NextGen talent; disability; and providing opportunities to disadvantaged young people.

As long as you are "On gender equality, we focus on passionate about what you attracting, training, mentoring and retaining," Rami explained. "Retention is through a friendly environment with flexible work conditions and equal salary. On NextGen, I decided that every member of Comex should have a shadow from NextGen to advise them on what the younger generation need. On disability, we have taught employees sign language to aid communication with colleagues and customers who have hearing problems. And in 2021 we hired 15,000 young people from deprived areas."

But Rami said the thing he's most proud of is Carrefour's School of Leaders, which has more than 700 graduates to date. "You don't need your manager to recommend you – you just enrol, study for six months, and then after your exams you can progress to a higher position, right up as far as the Exec Committee. We don't ask

about your age, your gender, your skin colour; we ask one question: what is your motivation to help others? I believe this is the future of our company."

Nigyar Makhmudova, Executive Vice President, Chief Growth Officer, Danone, said inclusivity addresses the most fundamental need of human beings:

> belonging. "You never hear anyone say 'Danone type' – there is no Danone type," Nigyar said. "As long as you are passionate about what you are doing and as long as you share the values of the company, you have a place."

In Niguar's three years with Danone, as long as you share the company has reached 50% women the values of the company, at manager level and 42% at executive level. There are 400 volunteers globally, you have a place. promoting D&I on top of their day jobs. Danone drives diversity through the way brands are managed and marketed and holds retail partners and suppliers accountable; for example, when sourcing milk, it supports small farms that are run by diverse teams.

> Meanwhile, Carrefour and Danone have a joint programme, Restaurants du Coeur, which over the past 15 years has provided 15m free meals to those in need. "It brings together the missions of the two companies to fight social injustice and give access to food when people when most need it," said Nigyar.

are doing and



e have 370 volunteers who give generously of their time and expertise to help advance our mission. At every conference, we recognise individuals who have made an exceptional contribution over the past 12 months. Congratulations and warm thanks to all this year's winners, who were presented with their awards by Sharon Jeske, Executive Director of LEAD Network and Caroline Basyn, SVP, Strategy & Transformation Europe at PepsiCo.

Excellence in Volunteer Services Awards went to Marie Lalleman of Criteo, Matthew Jipps of Asahi and Felicia Eijsink of ekaterra. Marie has played a key role in shaping our CEO programme and building awareness of LEAD Network among industry leaders. Matthew participated in our Inclusive Leadership Programme and has become a champion of inclusion and male allyship. Felicia is a former LEAD Network Treasurer who has put our organisation on a sound financial footing for years to come.

A further **Excellence in Volunteer Services Award** was presented to the project team that designed and developed our Flexible Working Toolkit for retailers: Anasuya Biswas of Infosys; Sara Onofre de Ataíde of Sonae; E. Zafer Güney of Migros; Lizzie Berry of John Lewis Partnership and Aleksandra (Sasha) Indykina of Nestlé.

Exceptional Partner Ambassador Awards went to Tom Allmark of Brambles and Angeliki Kazantzidi of Johnson & Johnson. Tom is a Partner Ambassador and the Chair of our Education Committee, and always goes the extra mile. Angeliki increased the engagement of executive leaders at her company, opening many doors and boosting D&I.

Unilever received the **Partner Company Excellence Award**, collected by Hanneke Faber, Fatma Tek and Lushentha Naidoo. The company has 1,000+ members and leads new Chapter openings every year (Sales & Buying Chapter in 2020, Belux in 2021, Digital & NextGen in 2022). They share best practice, nominate speakers, and their HR team, led by Veronika Balickova and Marinela Barbulescu, offers support to Ukrainian refugees.

The **Outstanding Chapter Committee Award** went to the Belux Chapter, collected by Chair Aurélie Ceuppens of Delhaize Belgium and Vice Chair Gregory Samyn of Unilever. This forward-looking new chapter was launched with 200+ people in attendance and has delivered in all areas, including the Retailer Roundtable.

Inspirational Leadership Awards went to Veronika Pountcheva, Member of the International Sustainability Standards Board and Aysun Zaman of Migros. Veronika has continuously driven the D&I agenda for LEAD Network and the wider industry by making alliances with key associations. She has spearheaded our vision and led the development of our 2025 strategic plan. Aysun has been an outstanding leader of our Turkey Chapter and a champion of D&I over the years. She is a regular speaker at industry events and serves as a member of our Advisory Board.



Stories from inspirational leaders

DE&I is messy

Creative methods are sometimes needed to tackle the 'monoculture' of the C-suite, according to Ruben Santos, European HR Strategy Director at Ahold Delhaize.

In a speech about how 'messy' DE&I can be for a large international company where each brand has its own CEO, he said he'd learnt that it wasn't enough to rely on data to win over leaders. His solution was to use comic book characters and superpowers to bring the topic to life. "It was unbelievable what happened," he said. "All of our leadership teams started to talk about their different strengths and weaknesses; they got to know each other. This led to our first mantra: 'conversation drives stratequ'."

The next step is KPIs, which can become political because they relate to individual performance and rewards. Ahold Delhaize tackled this by asking the legal and HR teams which dimensions of diversity could legally be tracked. Leaders were then approached and asked what they could do, in their role, to achieve these targets.

Finally, the company found a novel way to make sure the work actually got done. "We created a box to fill with new DE&I solutions," said Ruben. "We physically sent it to every brand and every country. The mantra here is 'cocreate to accelerate'." Ideas included unconscious bias masterclasses, inclusive leadership training and a pay equity dashboard.



Data isn't enough to win over leaders



I came out as trans. They never called me back

The trans-inclusive workplace

Emirhan Deniz Çelebi, Equity, Diversity and Inclusion Lead at Unilever, shared his personal experience of gender transition, and explored ways to make companies more inclusive for trans people.

He began by telling his life story, sharing photos of his younger self because he said he felt the conference was a safe and supportive environment. He described how, shortly after completing his gender transition, he got through all the interview stages with a prospective employer and came out to them as trans; they never called him back.

"This experience changed my life," Emirhan said. "It spurred me on to work with more than 50 companies on D&I, including the company that rejected me."

He urged companies to consider the following to build a trans-inclusive workplace:

- Use inclusive language in job posts. In interview, show you care and are aware.
- Make sure the physical environment is welcoming. Consider the lobby and security area – it's the first face of your company, so train staff working there to ask visitors and new recruits: 'How should I address you?' Toilets are another important area: Unilever Turkey is currently installing gender-neutral facilities.
- Include everyone in inclusion training, not just the C suite but also the production line and office workers. Learning should be transformative and not just theoretical.
- Develop inclusive policies, considering who might be left behind.
- If you have no trans role models currently, send out the right signals by taking inclusive actions such as celebrating Pride.

Stories from inspirational leaders



I know I'm making mistakes, but I believe it's better to try

My journey to inclusive leadership

Attending our virtual conference two years ago spurred Matthew Jipps, Group Revenue Management Director at Asahi Europe and International, to embark on his journey to become an inclusive leader.

Matthew described the impact Unilever CEO Alan Jope's checklist of privilege had on him — prompting him to ask himself: "What do I do with that privilege?" His answer was to volunteer for our pilot Inclusive Leadership Programme, which comprises webinars; materials including reading, videos and podcasts; learning circles of around eight people; and a learning log to track personal development.

He came to realise that he'd always kept his home life separate from his work life. "If you'd worked with me over the past 24 years, you would know very little about me. Did I create an environment where people felt like they could tell me what was going on in their world, outside of the office? I didn't. I haven't. So I need to change."

He decided to take action, for instance by asking people about their experiences in the business – gay colleagues; women who had returned from maternity leave. In meetings he tried to make sure everyone had a voice. "I know I'm making mistakes," he said. "But I believe it's better to try, and get things wrong, than not to confront the conversations we need to have."

What's more, with LEAD Network's permission, Matthew delivered the Inclusive Leadership Programme to cross-functional teams in Asahi Poland. Twenty five people completed the course, and ten of those are about to offer it to others. Matthew himself is set to deliver the training to European colleagues. "If you get a chance, try it," he said. "The LEAD Network team have done a wonderful job putting this programme together and it has helped me immensely."

My seven-month-old taught me to be a better leader

How do you juggle parenthood with a demanding full-time career involving international travel? It's a question often posed to Katie Moran, EMEA Sector Leader — Baby Child Care at Kimberly-Clark. When Katie was pregnant with her third son, during Covid, she realised she was going to have to drop the idea of being perfect or face burnout. She shared the four lessons she's learnt along the way:

- **1. End a dual life.** When her third baby, Miles, arrived, Katie opened up to her team about the pressures she was facing at home. She started putting 'drop off and pick up kids' in her work schedule. This made her more human as a leader, and her team started telling her about their own challenges.
- **2.** If you don't ask, you don't know. In the US, mothers return to work when their baby is three months old. When Katie moved to Europe she asked her leader for the statutory six months' leave and it made a big difference to her. She's now trying to figure out how to make parental leave more consistent across the world.
- **3. Don't live in fear.** Mothers returning to work after parental leave often fear being irrelevant. If we want to keep women in the workforce, we have to ensure they feel engaged and supported.
- **4. Know your priority.** After maternity leave, Katie turned down certain work opportunities because she would rather see her boys grow up. Soon afterwards, she received an amazing offer that was a good fit for her family.



Drop the idea of being perfect

Business practices to change the workplace and beyond



We have a responsibility to shape the way women are seen

The power of advertising

Pankaj Bhalla, Senior Vice President Europe Grooming at Procter & Gamble, gave a humorous speech with a serious underlying message: that advertising has the power to influence societal attitudes towards gender.

Pankaj screened a TV commercial for Venus razors from 2001, with the tagline 'Reveal the goddess in you', which showed rows of "thin white women" on a beach. Fast forward 20 years, and the advertising is of a dramatically different tone, featuring women of colour, and women of different body shapes and sizes, proud of their scars. The tagline? 'My skin. My way.'

"We are a large advertiser and we have a responsibility to shape the way women are seen," said Pankaj. All Venus commercials are now shot by women (50% of them women of colour), and Procter & Gamble only works with agencies that can cater for this requirement.

The shift is the right thing to do, not just ethically but commercially. "The past three years have been the best in the brand's history," said Pankaj.

A place at the table for everyone

Two senior leaders from Kellogg Company, Miranda Prins, VP and General Manager Continental Europe and Olivier Kac, General Manager France, shared their thoughts on inclusivity.

Miranda outlined four choices she had made to ensure she can be both a mother and an effective leader:

- She follows her own path. "I choose not to listen to unsolicited feedback and kind advice from family and friends, or I wouldn't be on this stage."
- When 'scary' opportunities arise, she ignores internal voices telling her she can't do it. "I just go for it because you can always scale back if it doesn't work out."
- She outsources 43 hours of work in the house each week so she can spend quality time with her children.
- She is visible. "At first I wanted not to stand out I wore dark clothes and even talked about football. But we can only drive diversity if we bring our diverse selves to work, otherwise we are just 'one of the guys'. I'm dyslexic and I never used to admit it now I do."

ED&I is key to Kellogg, where the principle is 'a seat at the table for everyone'. The company has 49% females in senior leadership positions and gender pay equity. Meanwhile Olivier has a leadership team which is 80% female. "Gender has no bearing on being a good or a bad boss," he said. "We need to choose people for their talent and their skills, nothing else."

Recent initiatives include two weeks' paid leave per year for employees who are going through fertility treatment, and two weeks' paid leave for employees and their partners who experience pregnancy loss. Managers are receiving training on how to talk about these difficult issues.







Dorothée Massoulier, Clare Wardle, Béatrice Guillaume-Grabisch, Francis Hoefman and Dr Zaheer Ahmad

The inclusive culture shift

How can company culture become more inclusive? A panel chaired by Dr Zaheer Ahmad MBE, Global Head of Diversity, Equity and Inclusion at Haleon, brought together four accomplished female leaders to consider this question: Clare Wardle, General Counsel and Company Secretary, Coca-Cola Europacific Partners; Béatrice Guillaume-Grabisch, Executive Vice President, Global Head of Human Resources & Business Services at Nestlé; Dorothée Massoulier, Managing Director Erborian at L'Occitane and Francis Hoefman, Senior Vice President Human Resources,

Clare said change was happening in factories and this message needed to be conveyed to young women. "Great leaders reach out into schools," she said, "because historically manufacturing has been a bit of a job for boys, lugging around heavy stuff and heavy machinery. But now, automation is your friend. Anybody should be able to enjoy being part of a team in a factory." Coca-Cola now has its first fully accessible factory in Edmonton, London.

Hygiene at Reckitt.

At Nestlé, too, there is progress being made in factories; its newest facility, in India, has 60% female staff. "We are one of the few companies to have guidance on supporting employees under threat of domestic violence," said Béatrice. "We were also one of the first companies to have a non gender-specific parental policy, shifting to primary and secondary caregivers."

Manufacturing was always a job for the boys. But now anybody should be able to enjoy being part of a team in a factory

At Reckitt, Francis said the focus was on creating the right ecosystem, with a Minus the Bias programme and Knowing Me, Knowing You, which helps leaders share stories about being confronted by their own bias.

The firm is also broadening its D&I activity to take in neurodivergence and social deprivation. Meanwhile Dorothée said all Erborian products are gender neutral, and a recent billboard campaign on

the Paris Metro showed real skin with normal imperfections. The company also works with brand ambassadors and influencers who challenge beauty norms.



Sarah McGowan, Matt Close, Laurence Etienne, Piers Heaton-Armstrong and Sinéad Kwant

A new joint board for CEOs and NextGen

An important decision was taken at the ninth CEO Roundtable, held as part of the conference: to create a unique board, made up of NextGen women and CEOs, which will develop initiatives to address inherent barriers to talent progression. These initiatives are likely to include a cross-company mentoring scheme and a leadership programme to cross-fertilize between companies, involving collaboration on critical business issues in areas such as sustainabilitu.

Sarah McGowan, Partner August
Leadership and LEAD Network Advisory
Board member, praised the "highly
engaged" CEOs who are contributing, and
brought together a panel to reflect on the
outcome. Taking part were Matt Close, President
Ice Cream at Unilever; Piers Heaton-Armstrong, Vice
President at Amazon Ads Europe; Laurence Etienne,
President Western Europe and e-commerce Europe at

Mondelēz International; and Sinéad Kwant, President, Europe & Executive Committee Member at Diversey.

Sinéad, who also chaired the CEO Roundtable, said: "We've just had the largest delegation of CEOs in a room together, having concrete, frank discussions. Each person there truly cares about leading through inclusion. We wanted to hear the voices of the new generation of talent. Let's not assume we know; let's listen and seek to understand."

Matt described Unilever's ambition to be a role model for the industry. Its Unstereotype programme includes commitments to make its advertising truly progressive; to bring inclusivity to product design; and to procure more raw materials from marginalised sectors, such as women-led businesses.

We want to hear the voices of the new generation of talent. Let's listen and seek to understand Piers was inspired by the CEO
Roundtable. "The knowledge-sharing
was just phenomenal," he said. He
outlined Amazon's Amplify initiative,
which helps future female leaders with
confidence and coaching.

Meanwhile Laurence said
Mondelēz had gone from
33% women in executive
positions in 2019 to 44% today,
with all leaders and mid-managers
having D&I targets which are tracked
quarterly.



How industry leaders can propel the 50/50 agenda forward



It takes courage to say no

The courage to lead

In her keynote address, Cécile Béliot-Zind, CEO, BEL Group, said she felt honoured to be part of the conference, but also ashamed. "There are several areas where BEL Group is leading the way, such as sustainability. But on D&I we are beginners. I'm not here to share best practices — I'm here to learn and to make a commitment that things will change within the BEL Group over the next five years."

Cécile said companies are well aware of what needs to happen on D&I, but progress is slow because leaders lack courage. "It takes courage to say no when we are invited to be part of an event or an organisation where there are no women," she said.

Leaders also need the courage to challenge HR departments when there is a vacancy and the shortlist is not diverse enough. She personally did this when a seat on the BEL Group board came up; it took her a year to find a woman to fill that seat, but she did eventually succeed.

Cécile ended with a challenge to delegates. "Ask yourself: what would I do differently if I had a little bit more courage on D&I. What would I do differently in my way of being and working, with my team, my CEO, my suppliers, my ecosystem? The force of all of us working together is unstoppable."

Shouldn't there be more women leaders by now?

Covid hit working women hard, with millions leaving the global labour force over a single year. Elaine Parr, Senior Partner and Vice President Consumer Industries at IBM, outlined the latest research conducted by the IBM Institute of Business Value into leadership ranks across ten industries and nine geographic regions.

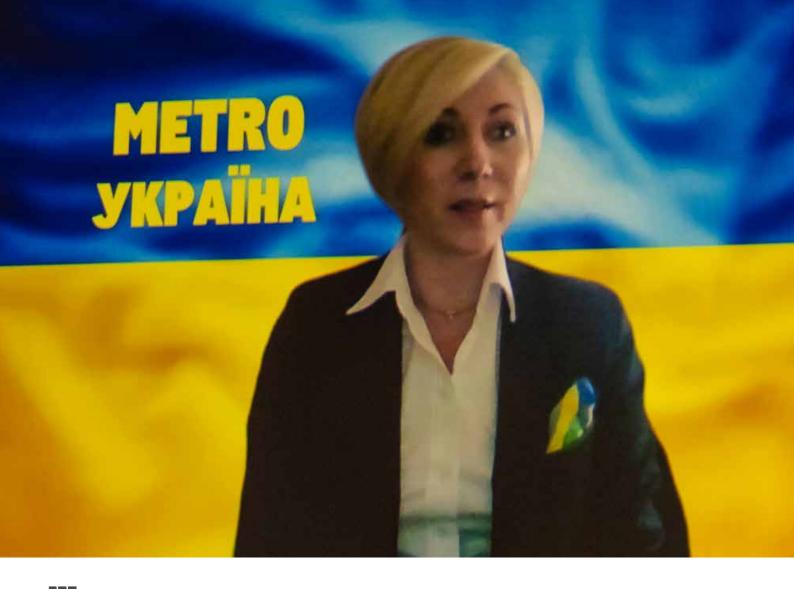
She said closing the gender gap is now predicted to take 60 years in Europe and 132 years globally. Although there are signs that the percentage of junior women in the pipeline is rising again after the pandemic, it is falling at senior levels. And the number of organisations prioritising the advancement of women is also reducing.

However, purpose-driven consumers are now the biggest group, and they make purchasing decisions based on values. So what can be done? Elaine set out five steps that leading companies are taking:

- **1. Pair bold thinking with big commitments** treat gender equality as though your survival depends on it, and reward your leaders accordingly.
- **2. Insist on making room for all**. Your mantra should be: 'Who's missing?'
- **3. Identify specific crisis-related interventions**. Focus on the at-risk middle (30% of women change jobs during the menopause) with measures such as re-entry programmes.
- **4. Use technology to accelerate performance**. Crowdsource ideas and deploy AI to remove bias.
- **5.** Create a culture of intention regarding female talent: advocate, boost, connect and defend. Never be a bystander call out bad behaviour.



Insist on making room for all



We were privileged to hear from the CEO of METRO Cash & Carry Ukraine, Olena Vdovychenko, who spoke via a live link from Kyiv about the vital need for D&I during times of crisis.

Olena is responsible for 3,400 people – 7,500 when you include their family members. When war broke out, the initial priority was evacuating those in most danger and offering financial help; later came psychological support.

"This was such an unknown situation for all of us, and you can't advise on something you've never gone through," said Olena. "So I was talking more to myself than listening to advisors. Listening to my intuition."

At the start of the war, 80% of businesses closed; only half later reopened, with 10% relocating to the west of Ukraine. And 100,000 m² of warehouse space in Kyiv was bombed to destruction. Yet METRO managed to switch suppliers, improvise, and sign new contracts to provide the country with food. Twenty two out of 26 stores are open daily, and con availability has risen from 50% to more than 87% – due in large part to METRO's lean processes and empowerment of its teams. "In crisis this is even more important because thin reur lallows them to make fast decisions," said Olena.

The firm held twice-weekly town halls to keep people informed. Later came smaller, more informal check-in calls to air concerns, where Olena also shared her own vulnerabilities with her team.

"I never judged feelings: people have the right to feel what they feel. We took these strong emotions and centred them on one big idea: victory.

Supporting the recovery of the country

and our humanitarian mission. I observed that divisions faded in the face of this bigger mission."

Remarkably, METRO has never stopped working on D&I, even during the worst times. In September it opened a Sunshine Café, where young people with Down's syndrome bake pizza and bread for the military and the territorial defence force.

The company has 130 young men and women serving on the frontline and attention is now turning to how to integrate them when they return. "One day they will come back and we need to be ready," said Olena. "We are adjusting the workplace and looking at psychological support, and training teams in how to help. I know one thing. We will win. And when we win, my team will be reunited."

We will win.

And when we win,

my team will be



Pair bold thinking with big commitments – treat gender equality as though your survival depends on it, and reward leaders accordingly

Involve all employees in inclusion training, not just the C suite

Use inclusive language in job posts and at interview

Create an environment where everyone feels comfortable talking about what is going on in their lives outside work

Crowdsource D&I solutions so people feel part of the process

Conduct outreach into schools to spread the message that manufacturing is now a much more female-friendly environment

Use advertising and marketing as a way to change societal attitudes

Lead through inclusion Key takeaways

Ensure women feel engaged and supported when they return from parental leave

Be visible and bring your real self to work

In times of difficulty and crisis, use D&I as a way to unify teams

Consider introducing paid leave for those experiencing pregnancy loss or fertility treatment

Challenge HR to create gender-balanced shortlists

Work with brand ambassadors and influencers who challenge social norms

Give each member of your exec committee a NextGen 'shadow' to ensure decision-making is future-fit

Have the courage to say no when invited to be part of an event or organisation where there are no or very few women

Sign up for LEAD Network's Inclusive Leadership Programme

Looking back at 10 years of exceptional speakers



Helayne Angelus, Kalypso 2013 - London



Diane Tucci, 2014 - Amsterdam



Sam Simister, Innocent Drinks 2015 - Brussels



Olaf Koch, METRO 2016 - Düsseldorf



Muhtar Kent, The Coca-Cola Company 2017 - Amsterdam



Frans Muller, Ahold Delhaize 2017 - Amsterdam



The Rt Hon The Lord Price CVO, Waitrose 2018 - London



Caroline Farberger, ICA Insurance 2019 - Madrid



Carolyn Tastad, P&G 2020



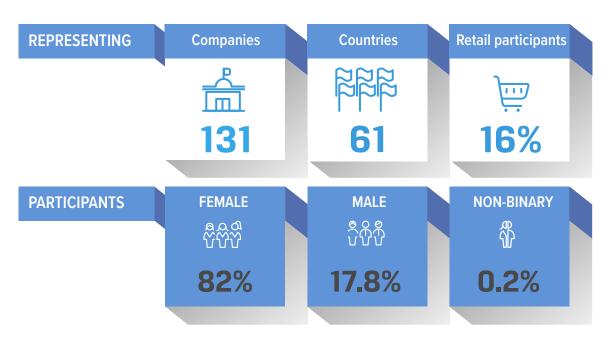
Leena Nair, Unilever 2021

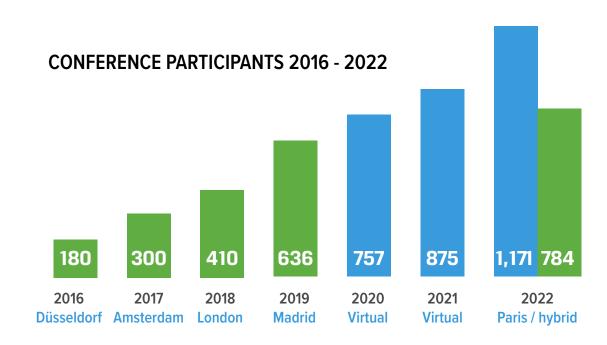


in Numbers

CONFERENCE PARTICIPANTS







Testimonials and social media wall



John Hobson · 2nd VP & CIO, Kellogg Europe at Kellogg Company

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So the question is - why has a man, with two teenage sons (not daughters) - just spent two days as part of the 20% male attendees at the annual LEAD conference sharing ideas and agreeing actions to promote female careers in our industry?

Simple. Because of the amazing women who have been role models, mentors, supporters, coaches, friends, colleagues, inspirations throughout my life. From my Mum, my sister, my amazing wife Rosalind Hobson, too many others to list! I want to ensure our industry is a place that attracts and retains more of these people who will make a difference.

Felt so proud watching the inspirational Miranda Prins-Visscher on stage - what an ambassador for all that is good about the Kellogg company she is.

And we launched our Digital Chapter with our very first CIO Round Table - great conversations and passion about how to get more women into technology!!

Feeling inspired, hopeful for the future, and ready to move to action!!!!!

Super rewarding feeling to be surrounded

by so many DE&I believers. Thanks a lot

for organizing that very inspirational event. The feedback from my SC Johnson team

is very positive. The speakers were super

well prepared and the content was very

Manager, Marketing Commercialization,

+ Follow

Aleksandra Dziubdziela,

Home Cleaning

SC Johnson



Irene Lawlor • 3rd+

Corporate Affairs at Haleon: EMEA LATAM R...

3d · 🕟

What a pleasure it was to meet colleagues from across Haleon at the LEAD Network Europe conference recently. A diverse group with one thing in common: 100% passion to ensure our new company will build-in strong opportunities from the start for the greater inclusion of women in leadership

You might ask, why does it matter? Well unless we actively challenge the status quo, the global gender gap is on track to close in a whopping 132 years' time! That's too many generations of girls and women who may never get to realise their full potential simply because 'that's how we always do things round here.'

Gender parity is good for business too - the data shows it. 61% of organisations experience a higher rate of revenue growth when they make the advancement of women a top business priority.

As a new company, Haleon has a great opportunity to learn from others and do DEI better and we have lots of passionate colleagues bursting to roll up their sleeves and make it happen.



Claudia Furtado · 2nd

Global People Development Manager -Talent Management | HR Developmen...

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Grateful! Thank you LEAD Network Europe

On October 13th and 14th, I've had the opportunity to attend LEAD Network Europe Conference in Paris!

It was so good to meet in person after several online conferences! To meet many people with who I had connected for the last months and of course to meet in real life our peers from Kimberly-Clark and especially Marie Ferrer and Marina Blotska (Aleksieieva) with who we are currently running a Cross-company mentoring program!

We were so inspired by the personal experiences shared during this event that promote Diversity, Equity and Inclusion. Let's keep fighting against biases, discrimination and unfairness in the workplace.

We are on a mission!

" Talent is equally distributed but opportunity is not"

Thank you to my colleagues from L'OCCITANE Group and especially the amazing Aurélie Uricher to make Diversity, Equity and Inclusion matter in our company



Bjorn E. Jensen · 2nd

General Manager Germany, Denmark and Finland at The... 1w · Edited · 😯

engaging.

Yesterday, I had the pleasure to join the CEO roundtable at the #LeadNetwork22 together with senior executives from the retail and consumer goods industries across Europe.

It was inspiring and empowering to discuss how to advance female equality and learn from one another on how to accelerate change towards a more diverse and inclusive workplace.

I will take these learnings with me, as I continue to work with female leaders and employees at The Coca-Cola Company to drive change within our organization. We take gender balance seriously, with an inclusive mindset and work hard around culture, empowerment and what good leadership looks like.

Globally, we have set the ambition to be 50% female led by 2030 and today in Europe 44% of senior management roles are held by women. There is still a long way to go, but I'm proud of the progress that I see every day as the executive sponsor of the European Gender Balance Network in our

I truly believe that investing in and empowering women benefits our business and our communities, while also helping women grow.



Lenka Kralova · 3rd+

Marketing Manager New Business at Plzeňs... 6d · 🕓

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+ Follow

My favourite top 5 thought-provoking quotes from last week's LEAD Network Europe Annual Conference in Paris on Diversity & Inclusion : Doing not Trying.

Asking "Why shall we do this?" can actually show the privilege you have, but you are not aware of it.

Talent is equally distributed, but opportunity is not.

Small actions can play a big role in people's life.

It's not about all having one voice, but all the voices in a perfect harmony.

PBetter to try and making things wrong then not having the conversation at all.

Testimonials and social media wall

Thanks so much for last week, we all left really motivated and inspired, so much so that we would like to share more with our team internally.

Nina Stanley Management Consultant PA Consulting



Nielsenio 568,349 followers 1w · 🕲

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Together as a community, we can drive action to create more gender-equal

We are joining the LEAD Network Europe Conference 2022 as a foundation partner of the initiative... a perfect event for networking, inspiration, learning, discussions, and best practice sharing!

Our commitment to equality is fundamental to our business and our culture it's not just what we do, but who we are. #LeadThroughInclusion #LEADNetwork22 #DoingNotTrying

More about the LEAD Network - https://lnkd.in/gmb3_XiV



Svetlana Golubnic · 2nd Global Product Compliance Lead, Regulatory Affairs 9h . (9)

LEAD annual conference 2022 in Paris Doing not trying: Leading through inclusion #LEADNetworkEurope

I was deeply touched and honored to listen to Olena Vdovychenko (CEO Metro Ukraine) dialing in from Kiev to share with us her personal story & how her authentic, inclusive & courageous leadership has helped and is helping her-self & her team in Ukraine in past 8 months.

Take care of your team and they will take care of the business The power of Solidarity and having sense of belonging Leader's KPI = Keep People Informed/Involved/Interested & Inspired

Thank you for sharing Olena, you are a true role-model! The power of One #doingnottrying #leadership #inclusiveleadership



+ Follow

Rami Baitiéh · Following CEO Carrefour France - Member of the board 15h · 🕟

La semaine dernière, devant plus de 200 leaders d'entreprises, j'ai rappelé que ma mission est de faire en sorte que les collaborateurs de Carrefour viennent le matin avec le sourire pour satisfaire nos Clients et faire prospérer l'entreprise.

Pour y parvenir, nous utilisons plusieurs leviers. D'abord la diversité, elle apporte de la richesse et de la complémentarité. L'égalité homme/femme participe à l'équilibre de notre organisation.

L'écoute des jeunes générations nous permet d'être sans cesse tournés vers l'avenir. L'inclusion est la base de la bienveillance. Et enfin la valorisation des compétences permet l'ascenseur social.

Merci à Sharon Jeske et à LEAD Network Europe de m'avoir donné la parole et bonne formation à toutes et tous "

Helayne Angelus Caroline Dassie #leaders #inclusion #bienveillance



#leadnetwork22

Matt Sevenants · 2nd

Talent Partner E2E Supply Chain North West...

Starting the week energized and inspired after last week's #LEADNetwork22 conference in Paris 6! Too many interesting takeaways to share although it all comes down to the following statement: "Diversity starts with Inclusion".

Hence, very #PepsiCoProud that I can play my part as co-lead of our North West Europe EQUAL chapter ≡, together with my co-stars Marie Christiaens and Geoffrey Bernard Holtes under the sponsorship of Elias Gerges. Though we operate in countries considered as most LGBTQIA+ friendly (Spartacus Index, 2021), there is still a need to further propel LGBTQIA+ awareness both internally and externally.

In case you are also passionate about the topic of DE&I, and moreover LGBTQIA+ awareness and initiatives in the workplace, feel free to drop me a note so we can connect over a (virtual) coffee 6!

#LeadThroughInclusion #PepsiCoProud #LGBTQIA #doingnottrying

Thank you so much for organizing an exceptional experience at LEAD Conference. It was amazing, with strong speakers, super attendance, wellorganized, etc. Meeting in person after 3 years, the magic of networking, it was

Petra Brand

Partner EY Consulting

Thank you to our session moderators

We are very grateful to our session moderators, who not only volunteered to get on stage to keep the day running seamlessly but are also all committed members of the LEAD Network Advisory Board:



Veronika Pountcheva, Member of the International Sustainability Standards Board and Chair of the LEAD Network Advisory Board, who shared the future vision of LEAD Network



Béatrice Dupuy, President and General Manager, France, Belgium, Luxembourg and the Netherlands, Procter & Gamble, who chaired the session on 'Stories from inspirational leaders'



Stéphane Grenier, Managing Director Advertising France, Amazon, who led the session on 'Business practices to change the workplace and beyond'



An Claes, Vice President Deliver Operations EMEA, Johnson & Johnson, who facilitated the session on 'How industry leaders can propel the 50/50 agenda forward'



Olena Neznal, Vice President and Head of EMEA, Kimberly-Clark Professional, who introduced her fellow Ukrainian Olena Vdovychenko



Tanya Kopps, CEO of METRO Italy and Chair of the LEAD Network Leadership Team, who made the closing remarks for the conference and challenged delegates to commit to one bold action





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