



Madrid event the best yet

A record 600+ delegates joined LEAD Network's flagship diversity event in Spain, amid signs that real change is now happening in our industry

LEAD Network's seventh annual event, held in Madrid last November, was our largest and most successful to date, attracting more than 600 delegates and over 70 speakers for two days of inspiration, discussion and personal development, bringing to life our mission to attract, retain and develop women in the retail and consumer goods industry in Europe through education, leadership and business development. There was a sense among delegates that a fundamental shift is taking place in the industry, with the growing number of men in attendance proof that diversity is no longer viewed as a women's issue but as key to companies' performance.



A big thank you to our Sponsors:



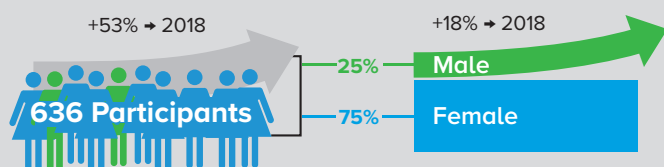
Strong commitment from industry leaders



CEO Roundtable sees record attendance

The CEO Roundtable was an important part of the event, attended by 30 of the industry's most senior leaders, who felt that most companies have now accepted the business case for diversity. 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 agreed 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.

The conference continues to grow



+38% → 2018



22% Retail participants



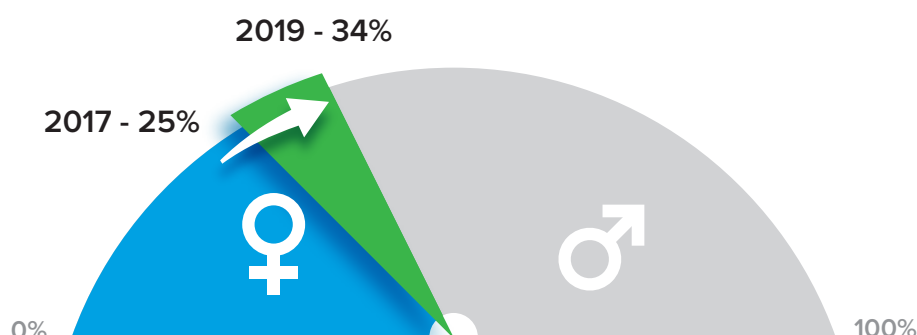
27 countries represented

CONFERENCE PARTICIPANTS

| | | |
|------|-----|------------|
| 2019 | 636 | MADRID |
| 2018 | 410 | LONDON |
| 2017 | 300 | AMSTERDAM |
| 2016 | 180 | DÜSSELDORF |
| 2015 | 130 | BRUSSELS |
| 2014 | 90 | AMSTERDAM |
| 2013 | 60 | LONDON |

Gender Diversity Scorecard results show progress

The progress being made by the industry was underlined by the findings of the latest Gender Diversity Scorecard survey, conducted biannually by LEAD Network and EY. The results were presented by LEAD Network Advisory Board Chair Helayne Angelus and EY Partner Elaine Parr, who revealed that the proportion of women in executive positions with responsibilities in Europe has risen substantially, from 25% in 2017 to 34% in 2019. “We have progressed nine percentage points in two years,” said Elaine. “Our hearts, brains and wallets know we need a diverse workforce.” In the survey, Sweden’s ICA Gruppen emerged as top-performing retailer for the second time, while Unilever was the best performing manufacturer (see page 8).



A huge thank-you to all the speakers, panellists and moderators who took part

As well as keynotes speakers Francis Hoefman, Fabrice Beaulieu, Diane Tucci, Wouter Kolk and Caroline Farberger (see page 5), this year’s event featured a wealth of activities including:

- Mentoring marketplace
- Retail store tour to gain a flavour of the Spanish retail landscape
- ‘Who you are is how you lead’ session, exploring what it means to dare greatly
- Retailer roundtable on leading practices in advancing female talent
- Breakout sessions on AI, blockchain, career conversations, negotiating for me, among others
- and of course our first ever European Supply Chain Conference

Delegates left the conference buzzing with new ideas and connections. On social media, Funda Kalemci, Global Leader, Diversity & Inclusion Programs at Nielsen, commented: “We’ve spent an amazing two days. One of my biggest takeaways was the focus on gender parity not being a ‘women’s problem’ but a reality that needs to be addressed by both women and men. We don’t have male leaders and female leaders but rather good leaders and bad leaders.”



Men's involvement hits new high

Perhaps the clearest sign that the mood has changed, with diversity now seen as a business rather than a women's issue, is that male involvement in the event was the highest ever. Twenty five percent of delegates were men, and at the CEO Roundtable, a unique forum where senior leaders can come together to talk openly about diversity challenges and opportunities, one third of the 30 participants were male.

The event included popular sessions on engaging men in driving gender diversity, and male advocates for an inclusive workplace. One participant, Atila Yenisen, CEO of Metro Cash & Carry Bulgaria, said he had realised "diversity is when you invite everyone into your restaurant, but when you invite them into your kitchen, that's inclusion."

Our other male delegates were very positive too, with many commenting on social media, for example:

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

Rafael Oliveira, KraftHeinz



"Thank you and congratulations to LEAD Network for another great event! I took away many learnings and got inspired by amazing speakers."

Peter Beets, P&G

"The personal stories of some of the delegates are incredible and the whole experience has reinforced my resolve to make CHEP Europe the most inclusive and fair business possible."

Michael Pooley, CHEP



Female delegates were delighted to see their male colleagues taking gender parity seriously. Laura Halfas, Head of Corporate Social Responsibility, Diversity & Inclusion at METRO AG, commented on social media:

"It was again a top-class event and I am glad that many male colleagues also took part. Many thanks especially to you guys. In order to reach more women in management positions we all have to work together."

Laura Halfas, METRO AG



Supply chain takes centre stage

The future of supply chain took centre stage on the lead-up day of the event, with a European Supply Chain Conference dedicated to this important topic. The conference was a unique opportunity for delegates to learn from and share ideas with industry leaders.

The key theme was that supply chain must be seen as a strategic function, core to delivering customer experience, personalization, speed and sustainability. Most companies have realised that prioritising diversity is the best way to build this 'fit for the future' supply chain, and are working to attract people with digital dexterity – the new skills and competencies that are vital to success.

Among the speakers were EY's Angela Bowden and Jocelyn Hallum, who explored the impact of digital disruption; Sarah Watt of Gartner who talked about enabling digital transformation through people and teams, and Ines von Jagemann of TCHIBO, who discussed the changes and opportunities of the digital revolution.

Personal stories prompt standing ovations

When someone speaks honestly about their experiences and setbacks, it can be transformative for others. Two leading figures from our industry, Diane Tucci of Costco Wholesale, and Caroline Farberger of ICA Insurance, spoke passionately about the need to bring your whole self to work, prompting emotional reactions from the audience.



Diane Tucci shared some of the milestones of her life and career – moving continents, becoming a mother, overcoming cancer, and juggling commitments. “What defines me is not my title,” she said. “Titles will disappear but who you are as a human being will stay with you forever. What is important is how you react to life’s challenges and how resilient you are. What legacy will you leave behind?”

A slide of her personal mantra was enthusiastically shared on social media. It read: “Be the kind of woman that when your feet hit the floor each morning, the devil says, ‘Oh crap, she’s up!’” After the speech, Isabel Jiminez posted: “Such a wonderful person and inspirational story.”

Caroline Farberger, the first CEO to go through a gender realignment, talked with searing frankness about her own search for authenticity. She told delegates she had done everything society asked of her, but something never felt quite right. Eventually, at the age of 50, she embarked on a gender transition – a year she described as the hardest of her life.

Caroline said she had got diversity and inclusion “all wrong” when she was a man, because men tend to look for rational answers. She now believes that diversity is not about legislation but about culture. “Males need to be aware of their privileges and share,” she said. “Inclusion is how we behave day to day – what behaviours are punished and rewarded. It’s a cultural journey.”

After the speech, Laia Estorach, Global Senior HR Business Partner at RB, commented: “Thanks for sharing your experiences, it was very eye-opening.” Werner Jansen, Leader Supply Chain Center of Excellence at Diversey, posted: “What a courageous and inspiring story from Caroline Farberger.”



Diverse talent holds key to omnichannel success



Wouter Kolk, CEO Europe and Indonesia, Management Board Member, Ahold Delhaize, gave a keynote speech about strengthening the company's European brands within the new retail landscape.

Succeeding in this new landscape requires the company to reimagine how it does business; to take small steps to achieve that bold vision, with everyone believing in the opportunities; and to leverage the business's strengths.

This strategy is underpinned by attracting and supporting the right people with the right skills – something Wouter acknowledged was becoming “more and more difficult.” Ahold Delhaize's solution is to focus on differentiating its brand as an employer and building a diverse pipeline of talent.

Wouter also said a company with global scale had to remain locally relevant to consumers, and that a network of partners was crucial to this. As a leader, his emphasis is always on action. “My mission is to empower the business to do things,” he said. “Trying to do things is important. Look at the output and change your course if needed.”

In conclusion, he shared his five learnings for successful leadership:

- Remain curious and keep an open mind
- Have courage and be authentic
- Feel empowered and act as a team
- Build a safe environment where people can speak up
- Enjoy yourself!

Marketing trends under the spotlight at innovation workshop

Delegates who attended our innovation workshop, sponsored by Danone and LS International, enjoyed a deep dive into two key industry trends: purpose-led marketing, and digitalisation.

In the first part of the session, participants explored brands with a purpose. The topic was brought to life by Claudia Billstein and François-Xavier Lacroix from Danone, and Javier Riaño Ibáñez from P&G. Both companies are using their brands to drive change in society, have a positive impact, and challenge mindsets, while still helping their businesses to grow and succeed.

In the second half of the workshop, digital business models came under the spotlight. Ana Barrio, Patricia Daimiel and Isabel Jiminez from Nielsen considered how companies can leverage technology to innovate, by engaging with consumers, suppliers, retailers and other interest groups throughout the design process. And Fiona Liebehenz from Bosch warned about the danger of regarding eCommerce as a sales and distribution channel, while overlooking aspects such brand development, brand building and user reach.

The workshop concluded with a discussion of leading practices for eCommerce, to ensure the digital customer journey and consumer experience are having the right impact.



How to make flexible working the new normal

Our flexible working masterclass was a popular session on how to improve access to flexible working opportunities, so that women in particular can advance their career. Leading the session was Emma Stewart MBE, co-founder and CEO of Timewise, which helps some of the largest employers in the UK introduce flexible working.

Emma said that companies need a properly thought-out flex programme, rather than leaving individuals to negotiate their own arrangements, which is usually the situation. “The way we manage work and life has changed; the way we assign jobs fundamentally has not,” said Emma.

Currently, 91% of women and 84% of men want the opportunity to work flexibly, but only 15% of job offers include these terms. “People negotiate flexibility and then get stuck later in their career

because of low quality offers, “she said.”

In retail there are particular challenges, such as a perception that managerial frontline jobs cannot be done part time. Managers often do not feel capable or empowered to make a flexible role work within the existing roster. The solution is to create a clear policy, led by an individual with a vision who sets the principles and articulates them. This must then be backed up with practical guidance and training for employees.

When it comes to implementation, companies need to follow a two-step change process:

1. Redesign managerial jobs
2. Demonstrate flexible career paths and progression



Diversity Scorecard leaders

In our Gender Diversity Scorecard survey, conducted biannually by LEAD Network and EY, Sweden's ICA Gruppen emerged as the top-performing retailer for the second time with 50% women in leadership roles, up from 40% in 2017. Its award was collected by Petra Albuschus, Chief HR Officer. Unilever was the leading manufacturer, with female executives making up 40% of the total. Hanneke Faber, President Global Food and Refreshment, collected the award.



Recognising our hard-working volunteers

Long-time member Fatma Tek received an Excellence in Volunteer Service award. Fatma, of Unilever Food Solutions, has organised popular events on topics such as flexible working and mentoring, and is known for her enormous passion for our mission. Also recognised were Maren Gerhäuser-von de Fenn, of METRO AG and Maria-Teresa Addison, of GSK, for leading our mentorship programme. "They have worked incredibly hard in providing an offering that is in high demand and executed brilliantly," said Mick Broekhof, co-founder of LEAD Network.



Jemima's dedication shines through

Jemima Bradbury-Wade of PepsiCo won the Partnership Excellence Award for her determination to make LEAD Network partnership the centre of her company's D&I agenda. "Her presence internally and externally shows real vision, outstanding strategy, and thorough execution," said Sharon Jeske, LEAD Network's Executive Director.

Award for fast-growing Switzerland Chapter

Switzerland scooped the Outstanding Chapter Award for orchestrating a range of successful events throughout the year, from webinars and workshops to a mentoring programme. The chapter has shown spectacular growth and is now our third-largest chapter after the UK and the Netherlands. The Switzerland Chapter committee members are: Caroline Basyn (Mondelez), Sophie Even (P&G), Karolina Cardoso (EY), Anna Ruzmanova (Nestlé), Piret Kusche (PepsiCo), Sandra Kottenauer (Manor), Rosanna Rizzotto (Mondelez), Bilge Balci (GSK), Hannah Pace (Richemont) and Emma Nienkämper (Mondelez).



Frans Muller wins Inspirational Leader Award

The Inspirational Leader Award went to Frans Muller, CEO of Ahold Delhaize. Frans has spent the past four years championing the mission of LEAD Network, not only within his own company but also among his peers in the retail and CPG industry, throughout Europe. He is the originator of our highly influential CEO Pledge, has chaired our CEO Roundtable, and has catalysed our library of leading practices.

Recognising our Partners

Our work would not be possible without the support and dedication of our Partners. Representatives from each of our 32 Partners were presented with an award, as a token of LEAD Network's grateful thanks for their efforts during the year.

LEAD Network Partners

FOUNDATION PARTNER



HEALTH • HYGIENE • HOME

GOLD PARTNER



SILVER PARTNER



BRONZE PARTNER



What else was trending

"Ask for what you're worth, on behalf of women everywhere."

Emer Brady, Mars



"Inspiring stories and great ideas shared today at the LEAD Network event."

Angela Parry Jones, CHEP

“Everyone deserves a shot in life and to be rewarded for their achievements, irrespective of gender.”

Craig Jones, CHEP



"With 600 delegates from 66 companies and 27 countries, and with a growing number of men, a great event."

Werner Jansen, Diversey



“Bring your whole self to work is one of the main messages we are hearing today.”

Elena Alonso, Nielsen



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