

2020

VIRTUAL CONFERENCE

Doing Not Trying:
Unprecedented Opportunities



A big 'thank you' to our sponsors:



Our most inclusive conference yet

LEAD Network's eighth annual conference, held for the first time in a virtual environment on 6-8 October, was the most inclusive yet. More than 750 delegates took part, drawn from over 40 countries and 100 companies, with male attendance at 20%.

The conference, which is Europe's flagship event for diversity and inclusion in the consumer products and retail industry, had been scheduled to take place in Istanbul, but the COVID crisis forced a rethink. And so participants, including the CEOs of some of Europe's largest companies, gathered online for a wealth of multi-media activities such as workshops; inspirational speeches; live polls on hot topics; country-based happy hours, and an interactive D&I Marketplace. The event also saw the launch of LEAD Network's SuperPowersNow initiative, which equips individual members to discover and use their ability to unleash action for gender equality.

The overarching theme of the event was **'Doing not Trying: Unprecedented Opportunities'**. The pandemic has created a leap forward in remote and flexible working, both of which are vital drivers for D&I, and delegates explored ways to embed these positive changes and develop a more strategic approach.

The conference was sponsored by The Coca-Cola Company, P&G, GSK and METRO. For the first time, all formal sessions were recorded, and delegates given 12 months' access so they can continue to benefit long after the event has concluded.

Veronika Pountcheva, Global Director, Corporate Responsibility at METRO AG and Chair of LEAD Network Advisory Board, opened the event by acknowledging the industry's challenges this year, saying retailers and manufacturers have been working day and night to serve their customers. She highlighted the importance of the Black Lives Matter movement, and urged all delegates to identify one action they could take to ensure progress on equality did not regress due to COVID-19.

Sharon Jeske, Executive Director of LEAD Network, said the event was a historic occasion, with a record 51 CEOs and regional presidents taking part in the CEO Roundtable; 31 signatories to the CEO Pledge; and the launch of a Poland Chapter and a Sales and Buying Chapter.

Find out more about the new SuperPowersNow initiative at lead-eu.net/superpowers



LEAD Network Executive Director
Sharon Jeske



*Chair of LEAD Network
Advisory Board*
Veronika Pountcheva
*Global Director
Corporate Responsibility,
SVP, METRO AG*



CEO ROUNDTABLE

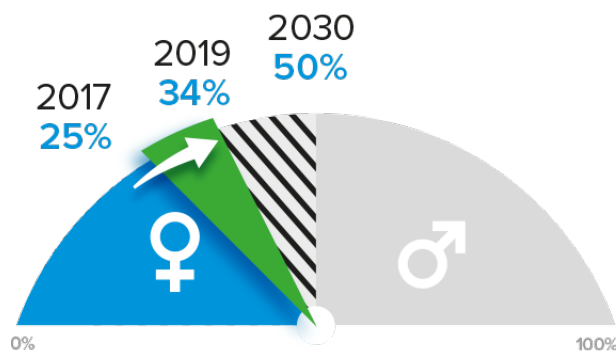
How do we get more women into the boardroom?

An important part of the conference was the CEO Roundtable, which brought together a record 51 of the industry's most senior leaders, half of them women, to discuss the continuing lack of female representation in the boardroom.

The Roundtable was chaired by Wouter Kolk, CEO of Ahold Delhaize Europe and Indonesia, who praised LEAD Network for creating a unique forum for valuable conversation. "Being close is more important than ever before," he said.

The main part of the Roundtable involved participants breaking off into smaller groups where they could talk openly about the barriers to progress and generate practical solutions. They agreed radical measures were needed, such as using metrics to hold companies to account for their board appointments; building women's confidence in going for top jobs; and providing training on unconscious bias.

Hanneke Faber, President Global Foods and Refreshment, Unilever, commented afterwards: "The Roundtable was even better than last year. There was some real sharing of what can and should be done, and some very actionable outcomes on an individual/company and even societal level."



Gender equality is about fairness

Per Strömberg, CEO of ICA Gruppen.

Per Strömberg, has first-hand experience of the limitations of single-gender environments. During his keynote speech to open the conference, he shared his perspective on undertaking military service (an all-male environment) and working in the healthcare sphere (a mainly female workplace). These experiences helped convince him that having a good mix of men and women is best for organisations.



Per was at pains to unpick some of the concepts within diversity and inclusion. “Gender equality is about equality of opportunity, not about adding a female perspective,” he said: “diversity is about capturing the value of differences. The first is about fairness; the second is about profitability. If we truly embrace different abilities, we will probably get a balance of genders.”

ICA Gruppen has created its in-house recruitment team to overcome unconscious bias, rather than leaving the task to headhunters or individual managers. And it has a strong focus on metrics. “Solid data will only convince the naysayers, so it’s vital to measure KPIs,” said Per. “What you measure you improve.”

The company has made solid progress on gender balance (one-third of its line managers are female, compared with an average of one in seven for Sweden and now moving on to address ethnic and cultural diversity. It is vital that companies don’t allow the COVID crisis to derail these efforts, Per believes. “If you wait until conditions are perfect, you will always be too late.”

“At ICA Gruppen we are trying to become more data driven and accept that our instincts and bias may be wrong.”

Per Strömberg, CEO of ICA Gruppen

Let’s step forward on gender equality

Carolyn Tastad, Group President – North America, Chief Sales Officer at Procter & Gamble.

In a powerful keynote address, Carolyn Tastad urged delegates to use the COVID-19 crisis to step forward on gender equality, not back.



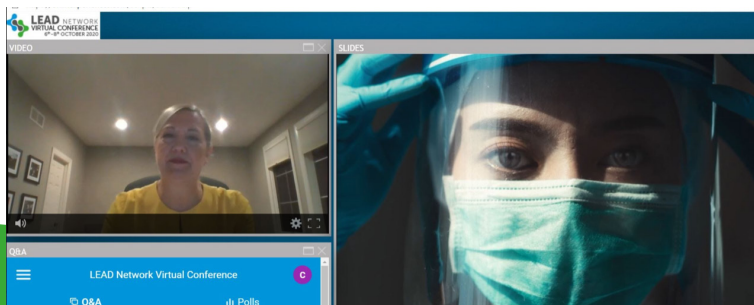
She expressed concern at recent McKinsey research that revealed one in four women are considering downshifting their career or leaving work altogether as a result of the pandemic.

“If we lose women in leadership we risk unwinding all the years of painstaking progress we have made on gender equality, and women risk losing their most powerful allies and champions,” she said.

Carolyn said that in times of crisis, women do more of the frontline care, take on more home responsibilities and suffer more job losses. “Women step forward while equality steps back. But I’m an optimist, and I think we can reset and rebuild.”

She outlined three steps companies can take to protect gender equality:

- 1 Embrace flexible working as standard.
- 2 Support working families with progressive parental leave policies. Ensure pay equality and close the wealth gap by giving women access to higher paid fields and jobs.
- 3 Deploy intentional talent planning. Listen to employees’ unique needs; take steps to prevent burnout; and invest in development for remote workers.



Taking Unilever to 50/50

Alan Jope, *CEO of Unilever.*

Alan Jope gave an inspiring keynote speech in which he described the company's progress to gender balance, and outlined what's next on the D&I agenda for the business.



Back in 2010, Alan was part of the leadership team that set the target of 50% female managers within 10 years; last year the goal was reached, one year early. Unilever did this through a number of interventions which rely heavily on metrics to track progress.

Firstly, there is a Global Diversity Board, chaired by Alan, to set strategies and policies that are backed up by targets. "I realise targets can be controversial," Alan said. "But they have enabled us to identify hot spots and geographies where we have a problem."

Secondly, the company introduced the 'Gender Appointment Ratio' which tracks the gender split of every leader's appointments over the years, even when that leader moves to new roles within the business. This holds each individual to account for any bias when hiring.

As well as putting its own house in order, Unilever promotes change within its value chain and in wider society, through its global brands and advocacy. Future D&I priorities include becoming the employer of choice for people with disabilities. Alan also warned that hard work will be needed by the whole of society to ensure the pandemic doesn't derail progress towards gender equality.

The courage to lead

Lana Popovic, *President, Central & Eastern Europe BU, The Coca-Cola Company.*

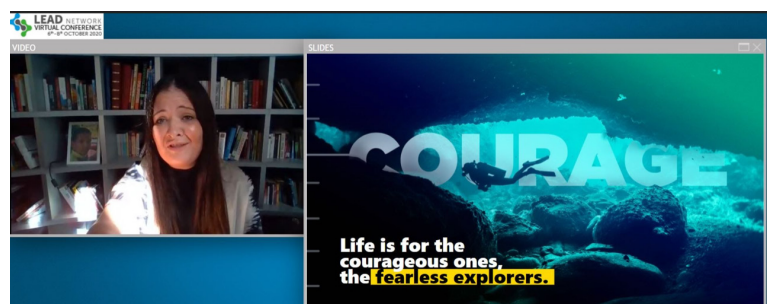
Lana Popovic spoke honestly about the difficulties she faced as she strove to become a courageous leader.



Lana was raised in Croatia and was aged 16 when the Balkan War broke out. Her home was five miles from the frontline, and Lana sheltered from bombs in the basement with her father while her mother worked as a doctor at the local hospital. Lana's father used to leave his sweater on a chair in the basement, and one day a grenade fell and his sweater was ripped to pieces; it was only by luck that he and Lana were not in the basement at the time. Lana says this taught her a hard lesson. "I learnt that we have to be authors of our own story, because life is unpredictable. You have to hope for the best and plan for the worst."

Lana has encountered bias in many forms during her career. When she turned up to her first board meeting, she was faced with ten white men, all aged over 60, who immediately started telling her what kind of coffee they wanted. "I've been belittled. I've been called pushy and abrasive rather than strong; naïve rather than visionary; soft and weak rather than empathetic."

She has overcome barriers by drawing support from the teams around her. A single mother by choice, she has also learnt a lot from her son about taking inspiration and energy from many different sources. "To get new answers we need to ask new questions of the people around us. There are so many fears in life that we cannot fight on our own."



Retailers discuss flexible working on the shop floor

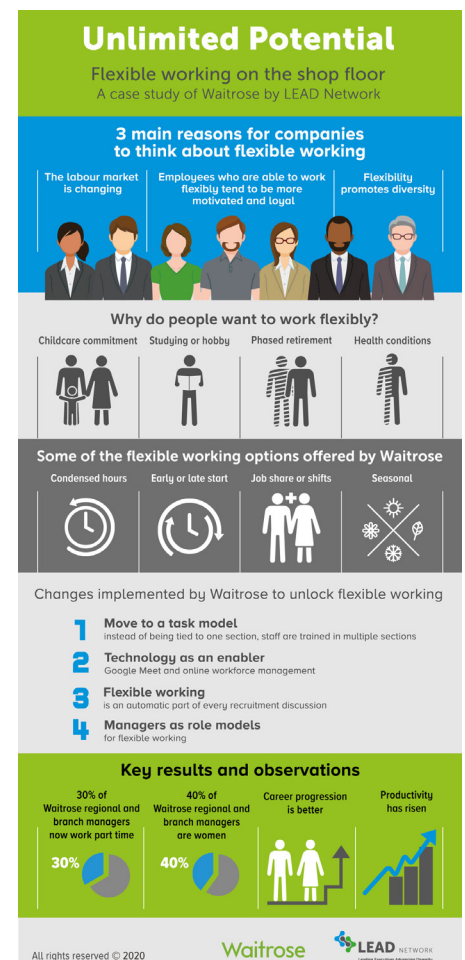
While flexible working is now commonplace in company headquarters, many retailers are struggling to introduce it in their stores. This was the topic under discussion at the Retailer Roundtable, held on the third day of the conference.

The session was chaired by Ian Mumby, Director of Merchandising Transformation at Waitrose & Partners and Vice Chair of LEAD Network's UK Chapter. Waitrose is a leader in flexible working and featured in the recent LEAD Network publication *"Unlimited Potential: Flexible working on the Shop Floor"*.

Twenty-two representatives took part in the Retailer Roundtable, drawn from 15 companies including Boots, Lidl, L'OCCITANE and Tchibo Turkey. There was lively discussion in break-out rooms as people talked openly about the efforts their companies are currently making, and the key barriers to progress, including a lack of technology and a perception by management that part-time working means a less committed employee.

Participants explored what could be done to overcome these barriers and generated a wealth of ideas, such as making better use of role models; piloting within small stores to develop learnings; and shifting from functional to task management.

Reactions to the discussion were very positive. Afterwards, one participant commented: "What was great about the session was being able to connect with other retailers from totally different countries but with the same challenges."



Understanding the intersection of ethnicity and gender

One of our most popular sessions was on barriers to ethnicity and the intersection with gender, moderated by Tolu Farinto, Change-maker and Ethnicity and Social Mobility specialism Lead at Utopia.

Tolu said the topic had been given even more urgency by the Black Lives Matter movement. He explained the concept of dominant culture and talked about the coded language that is often used within corporations to perpetuate white favouritism. He also referred to research from Deloitte that found 61% of all employees 'cover' their identity in some way, whether that is their sexuality, religion or another aspect. This 'covering' makes people less productive, and means companies should make every effort to create true inclusion.

Three accomplished female leaders brought these topics to life as they spoke about the barriers they have faced. Ruvarashe Chinyemba, Business Development and Sustainability at Cabosse Naturals, Barry Callebaut, who was born in Zimbabwe and works in Belgium, discussed the amount of time she had to waste talking to white people about her hair.

"People are expected to wear their hair a certain way in Europe. When I entered the office I would be the centre of attention answering questions about my hair, to the extent that I was less productive."

Nermeen Fadali, Regulatory Affairs Director at Johnson & Johnson, talked about growing up in Egypt with a love of soccer, and being belittled by everyone except her father, who supported her ambitions. She also recalled being advised to remove her photo from her CV by a recruitment agency because they said her headscarf would prevent her being shortlisted. Her response to prejudice is to say: "My hair is covered, not my brain."

Latifa Gabiche, Country General Manager France and Morocco, CHEP, described feeling torn between French and Tunisian culture while she was growing up. When she was first nominated for a director position she felt she had been appointed purely for tokenistic reasons. "But gradually I accepted it was because of my skills. Companies need to help people remove their internal barriers and ask 'why not me?'"

"61% of all employees 'cover' their identities in some way – not necessarily hiding something, but downplaying it for fear of drawing unwanted attention or making others uncomfortable."

Source: The Deloitte University Leadership Center for Inclusion report



Leadership in turbulent times

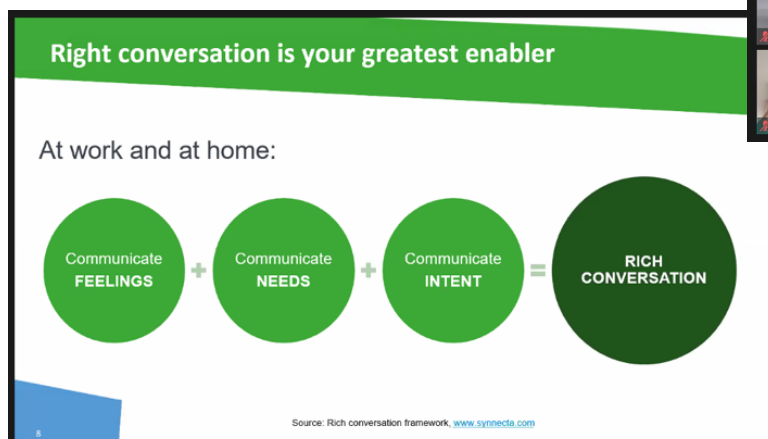
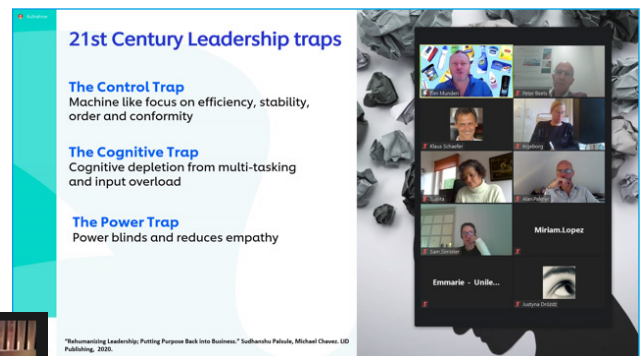
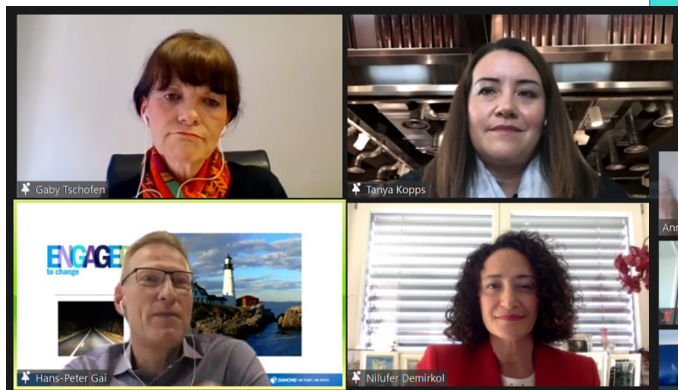
The pandemic has demanded more from company leaders than any period in recent history. Three sessions at the event looked at this topic from different angles, all attracting high levels of participation and social media engagement.

The first session was a panel titled Leading in Unprecedented Times, chaired by Gaby Tschofen, Head of Diversity & Inclusion at Barry Callebaut. The panellists were Tanya Kopps, CEO of Metro Italy; Nilüfer Demirkol, Global Head of Diversity & Inclusion at Nestlé; and Hans-Peter Gai, Senior Vice President Operations Essential Dairy Products at Danone, who considered questions such as how the COVID-19 crisis has affected their personal leadership style, and how to ensure inclusion remains a leadership priority. They agreed it was crucial to listen to all employees' voices and needs in order to understand what is happening within the workforce.

The second session was a breakout on 21st Century Leadership, which considered the cognitive depletion that results from information overload and multi-

tasking. Chaired by Tim Munden, Chief Learning Officer at Unilever, the session explored the shifts needed for leaders today and how to manage the Inner Game of Leadership, rooted in purpose and service, personal mastery and agility.

The third session was a workshop on Harnessing Work/Life Balance for Resilience in Times of Change, led by Anna Dianova, Senior HR Director at PepsiCo Central Europe. Anna encouraged people to have "rich conversations" at home and at work, where they clearly communicate their feelings, needs and intents, and to develop a virtuous circle of habits to build their ability to bounce back from adversity.



Redefining the sales and buying ecosystem

LEAD Network is proud to have a brand new Sales & Buying Chapter, which held its inaugural workshop on 6 October as part of the conference. The workshop was moderated by Camilla Veith, Design for Channel Director, Unilever, and Co-Chair of the new Sales & Buying Chapter, and focused on how to build an ecosystem that fundamentally changes how organisations work together.

The session began with an introduction from Atila Yenisen, CEO Bulgaria at METRO AG and Co-Chair of the Sales & Buying Chapter, who said: "Sales and buying sounds transactional but in my experience it can be inspirational if we have the right relationships between the parties and the stakeholders."

Workshop participants listened to two industry case studies, presented by Ayla Ziz, Senior Vice President Global Sales Chief Customer Officer, Danone; and Rami Baitieh, Executive Director, Carrefour France & Member of Carrefour Group Executive Committee, and LEAD Network Advisory Board Member. Ayla spoke about the need to work collaboratively with



retailers to co-create solutions, while Rami discussed his company's new initiative of holding roundtables to listen to customer needs. There was then a presentation by expert speaker Margot Nijkamp, Co-Founder of EcoSystem Thinking Institute, who explained the need to move from a transactional to a relational model within sales and buying, where interdependencies are understood and values are shared.

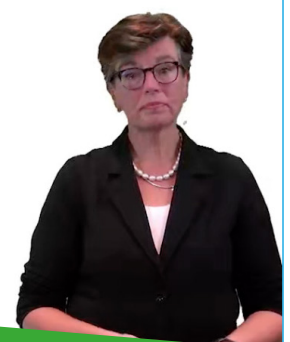
The new Sales & Buying Chapter has an ambitious vision for the year ahead, with plans to hold thought leadership webcasts on topics such as AI and social selling; cultural leadership events in the form of roundtables, mentoring and networking; and a leading-through-change programme, where industry leaders discuss issues such as managing remote teams.

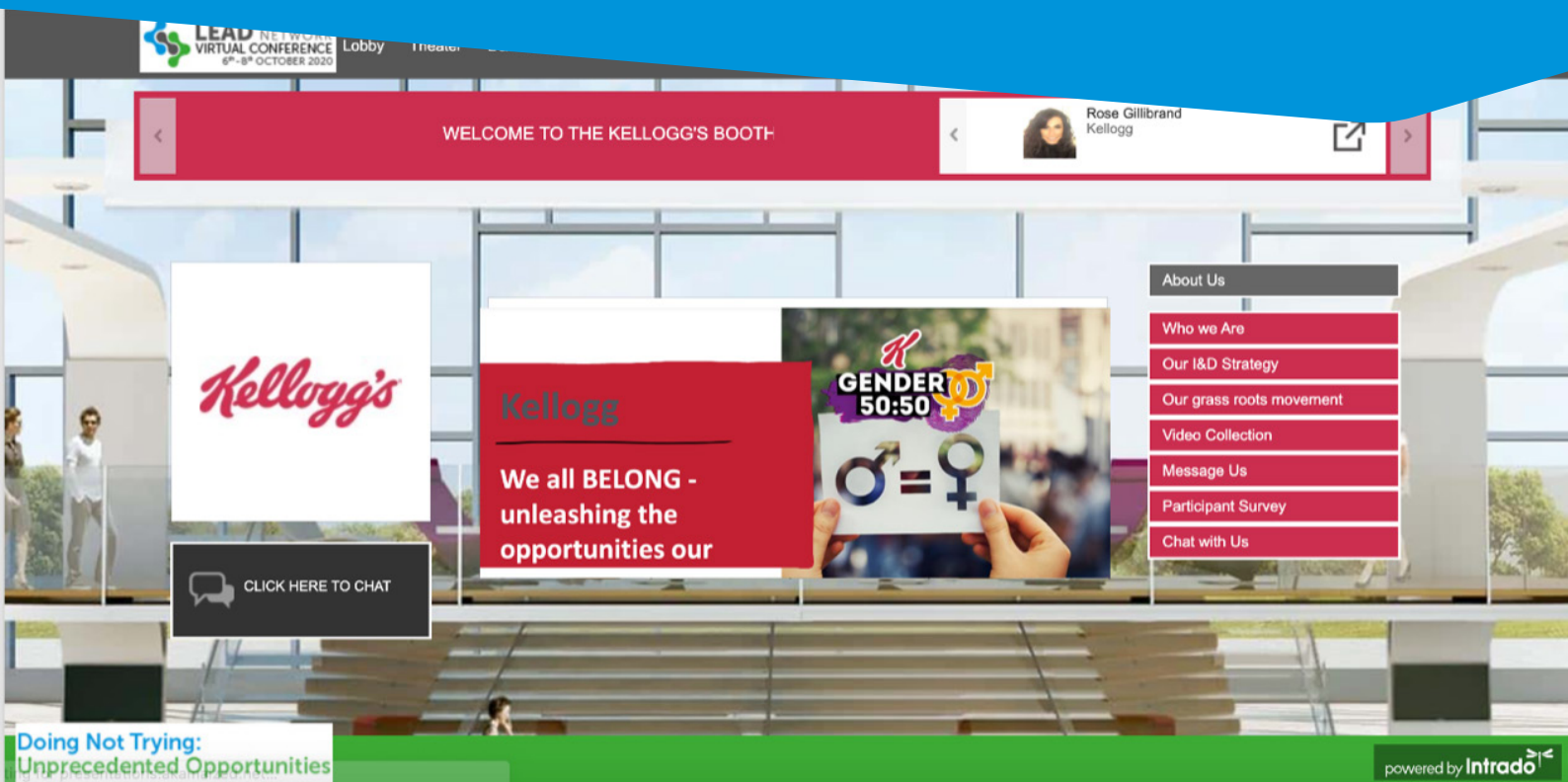


Working with the outside world,
needs ecosystem thinking.



Ecosystem thinking demands
feminine culture aspects.

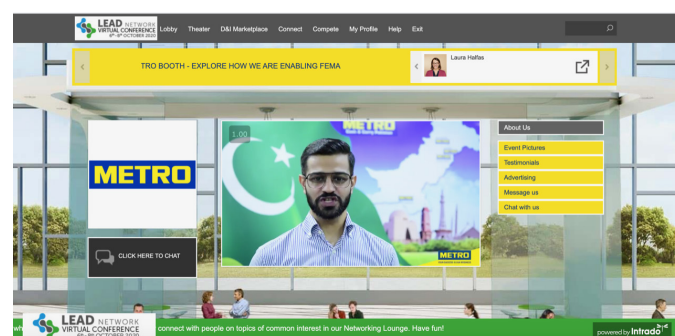
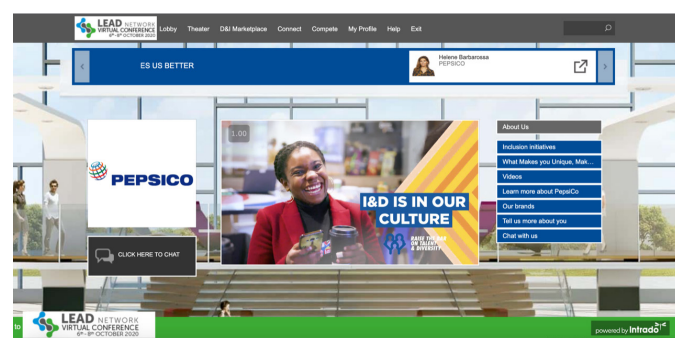




Marketplace of inspiration

There were more than 1,200 visits to our virtual D&I Marketplace, which contained multimedia exhibition booths set up by ten of our Partner companies. Visitors to the Marketplace could discover what action Partners are taking on gender equality by viewing videos and case studies, downloading resources and asking questions in live chat.

The content showcased a wide variety of D&I projects. For example, PepsiCo posted details of its One Ask initiative, which enables all employees to make one request that would make their professional or personal life simpler during the year ahead; Kellogg's produced an inspiring video of employees talking about what gender equality means to them; and people of colour in leadership positions at Nielsen talked about the importance of working within a diverse company. Also exhibiting were The Coca-Cola Company, Carrefour, Danone, METRO, Migros, Sonae MC and Unilever.



Spotlight on our award winners



Helayne and Mick: truly inspirational leaders

Helayne Angelus and Mick Broekhof, co-founders of the LEAD Network, each received an Inspirational Leader Award. Under their direction, the organisation has grown from a handful of individuals to more than 8,000 today. Helayne and Mick were each presented with a keepsake book containing photographs and messages from members. Helayne said: "The fact that we are all here together and have created something that is helping people realise their career and personal ambitions is so near and dear to me." Mick added: "I love LEAD Network: it has changed my life. I will cherish the book and will be thinking about all the valuable memories you have given me."

Turkey chapter 'like a big family'

The Outstanding Chapter Award went to our Turkey Chapter, which has achieved an enormous amount within a challenging environment, including creating local versions of the MBA programme, Gender Diversity Scorecard, CEO Roundtable and mentorship programme. It is also the first of our Chapters to launch its own local conference. The Turkey chapter committee members are: Aysun Zaman (Migros); Ceyda Kaptan (Tchibo Turkey); Gaye Narmanlı (P&G); Neslihan Nigiz Ulak (Barry Callebaut); Banu Kılıç (Lila Group); Tuba Kara Albek (KFC Turkey); Füsün Tavus Mumcu (LEAD Network); Rüya Özdemir (Miniso Turkey); Filiz Bülbül (The Dolphin Network); Berrin Kuleli (Piramit); Asli Taskentil (LEAD Network Turkey). The committee commented: "Our Turkey chapter is like a big family and the award will motivate us to work even harder."



Laura and Lushantha inspire inclusion

Laura Halfas, Head of Global Diversity & Inclusion at METRO AG, and Lushantha Naidoo, Supply Chain Finance Manager at Unilever and Partner Ambassador, both scooped Partnership Excellence Awards in recognition of their efforts over the past year. Laura has worked tirelessly to initiate local Retailer Roundtables, resulting in German retailers becoming more engaged in LEAD Network. She said: "Five years ago at the Brussels conference I met people who really supported me in growing, and this is what I wanted to give back." Meanwhile, under Lushantha's leadership, more than 100 new members joined from Partner company Unilever; she was also instrumental in driving our new Sales and Buying Chapter, our Next Gen initiative and the D&I Marketplace. Lushantha said: "I want to thank Unilever's sponsors and volunteers who are so passionate about the diversity and inclusion agenda."



Dedicated volunteers expand our influence

We have more than 200 volunteers who do an outstanding job, and LEAD Network is very grateful to every single one of them. The valuable efforts of three of those members were rewarded with Excellence in Volunteer Service Awards. Julia Edler, Senior Business Development Manager at DB Schenker, was recognised for her vision in creating and chairing the Supply Chain Chapter, LEAD Network's first functional chapter. Julia said: "Creating the Supply Chain Chapter was immensely rewarding and I love watching it grow year by year." Aleksandra (Sasha) Indykina, Strategic Marketing Planning Manager at Nestlé and member of the Marketing Committee, has brought huge energy and enthusiasm to projects such as International Women's Day, the CEO Pledge, and our recent publication, *Unlimited Potential: Flexible Working on the Shop Floor*. Sasha commented: "When you do things from the heart, results just come, and this is amazing to understand and to feel." Odile Nonat, Global Director – Retailers Collaborative & Monetisation Solutions at Nielsen has been instrumental in the growth and success of the France Chapter and is also active on the Supply Chain Chapter committee. Odile said: "This award reinforces my choice and gives me even more energy for the road ahead."



Waitrose leads the way

The Partner Excellence Award (Company) went to Waitrose, and was presented to Susan Sampson, Manager, Supply Chain Configuration & Planning and Partner Ambassador, and Ian Mumby, Director, Merchandising Transformation and UK Chapter Co-Chair. Susan and Ian were the drivers behind our recent publication "*Unlimited Potential: Flexible Working on the Shop Floor*," which was based on Waitrose's insights. Waitrose has participated in the publishing of the study, hosted a webinar on the topic, and is sharing leading practices with other Partner companies. Susan said: "We were really pleased when LEAD Network asked us to help with the study, and all the contributors were excited about sharing their experiences." Ian added: "It is a great honour to be recognised by an organisation I believe in so much."

WAITROSE
& PARTNERS



What participants said about the event...

"Accelerating equality and inclusion in our industry has never been more urgent. At the LEAD Network conference it became obvious that together we are turning our aspiration into concrete actions. I saw men engaging deeply in conversations, showing vulnerability and commitment to act. It gave me hope that despite the uncertainty that surrounds us, leaders remain committed to join forces to make equality step forward."

Béatrice Dupuy, President and General Manager
France, Belgium, Netherlands, Luxemburg,
Procter & Gamble



P&G UK and Ireland @PGUK
7 days ago

Proud to be a founding member of
[@Lead_eu_net](#) advancing equality in
our Industry.
Watch North America President
Carolyn Tastad share how leaders can
ensure that the global pandemic can
be a step forward for equality – not a
setback. Replay now available
[#LEADNetwork20](#) [#WeSeeEqual](#)

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2020 has brought focus to what matters. Now more than ever, companies & organizations must remain committed to equality – to seeing equal. Let's not let this crisis push us back – but rather use our influence – our superpowers – to ensure that progress steps forward – to drive a breakthrough in gender equality.



Carolyn Tastad
Group President North America &
Chief Sales Officer, Procter & Gamble

LEADNetwork20

LEAD NETWORK Driving Real Change
DIVERSITY, INCLUSION, & GENDER EQUALITY



Bas Vorsteveld • 2nd
VP Commercial Excellence EMEA at GSK Consumer Healthcare
2w • 🌐

This week I had the privilege to lead 2 workshops with male advocates for an inclusive workspace. It's clear that we have a journey ahead to get the man on-board to stimulate gender equality.

Some really good insights from the different speakers. To drive the change we need to work on awareness within the male population and talk about the WHY. Everybody should be able to be their authentic self and lot of the males (took me as well some time to realize that) still do not realize how privileged we are as (white) male leaders. Once man start to understand that, we will be able to move faster forward to an inclusive environment.

One of the questions raised was how do we get more man involved. It's the reverse of Covid, we need to accelerate the 'R' to increase the awareness. So clear action to open the discussion about unconscious bias, talk about the topic. So in the end we can all reach our maximum potential by working in an inclusive environment where you can be yourself.

What other suggestions would you have to get more man involved?

Big thanks to the inspiring panel [Nick Brassey](#) [Hans Meeuwis](#) [David Souperbiet](#) [Jo Thys](#) [Ori Ben Shai](#) [Fabrizio Gavelli](#) [Paolo Lanzarotti](#) [Darko Suman](#) [Dario Cristiano](#)

[#beyou](#) [#leadnetwork20](#) [#gskconsumerhealthcare](#) [#maleadvocates](#)

"Thrilled to have had such a productive session at the LEAD Network CEO Roundtable discussion on driving diversity within boards, with so many great insights given by all the members! The conversation really reinforced the critical role that we all play as leaders in setting the tone from the top and aligning our words and actions – leveraging the 'superpowers' of those of us in leadership roles to drive inclusivity."

Julie Teigland, EMEA Area Managing Partner, EY

"Delighted and proud to be attending the LEAD Network Virtual Conference over these three days. Delighted because we'll get exposed to so much best practice from our retail industry peers – this helps us accelerate our ambition. Proud, because we also get to showcase our very intentional progress on gender equity in the last year since we signed the LEAD 50/50 pledge."

David Lawlor, President – Europe,
Kellogg Company



The Coca-Cola Co. @CocaColaCo • Oct 7
A diverse [#workforce](#) and strong [#women](#) leadership are critical across all organizations.

Lana Popovic will be a keynote speaker at [#LEADNetwork20](#) to discuss actionable ways to nurture a diverse environment: [CokeURL.com/5g28h](#)

[#DoingNotTrying](#)



LANA POPOVIC
President, Central & Eastern Europe
Chair, Global Women's Leadership Council

SOCIAL MEDIA STORIES

"Loved seeing all of you at our Netherlands Chapter Happy Hour today! This group always amazes me with the consistent warmth, openness, and support of each other."

Stephanie Manning, Global Communications Business Partner, Nielsen Intelligent Analytics

"Launching SuperPowersNow on the stage at the LEAD Network conference. We each have the power within ourselves to make gender equality and inclusion a reality by taking actions, every day, however small we may think they are."

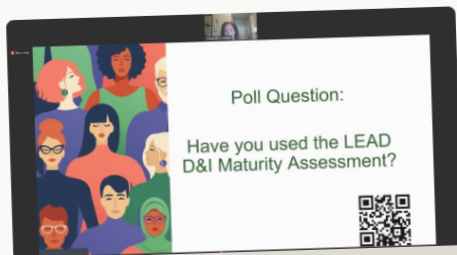
Elaine Parr, Consumer Products Industry Leader, C-Suite Adviser, Client Service Partner, Gender Parity Champion

LEAD Network @Lead_eu_net
Oct 8

@AholdDelhaize: LEAD Network Maturity assessment instrumental to develop D&I strategy. #LEADNetwork20

Triêu Vân @trieuvan_nguyen
Jacqueline Blount from @AholdDelhaize: the @Lead_eu_net D&I maturity assessment has been instrumental in developing our D&I strategy and in knowing...

[Read more](#)



"I liked how you challenged the panel to also consider how to ensure gender equity actions keep on inclusive approach with men as well, on part time work for instance."

Maria Ferrer, EMEA Talent Management Lead, Kimberly-Clark

Nestlé @Nestle

Gender balance is a key component of our diversity and inclusion agenda. That's why we're supporting the LEAD Network CEO Pledge 2020 to reinforce our Gender Balance Acceleration Plan. @Lead_eu_net #LEADNetwork20

[Traducir Tweet](#)

Nestlé Europe @NestleEU · 7 oct.

Diversity and inclusion is at our core! 💡

We're proud to support the LEAD Network CEO Pledge 2020 to reinforce our Gender Balance Acceleration Plan:

- ◆ Bold leadership
- ◆ Empowering culture
- ◆ Enabling practices

Learn more: bit.ly/2F91kPP

@Lead_eu_net #LEADNetwork20



"Today, I attended the LEAD Network (virtual) CEO Roundtable with several senior leaders from a diverse group of industries. It was an inspiring discussion on the importance of inclusion and belonging in the workplace. I had the pleasure to share some of the improvements our Diversity, Inclusion & Belonging team has been working on at The Kraft Heinz Company. Most importantly, it was an opportunity to listen and learn."

Rafael Oliveira, President International, Kraft Heinz

"It was a real pleasure being involved and seeing so much momentum and energy, despite the screens. Let's keep it going and build the SuperPowersNow movement throughout the industry!"

Emmanuelle Roman, Global Marketing Director, Consumer Industry, EY



METRO AG @METRO_News · Oct 6

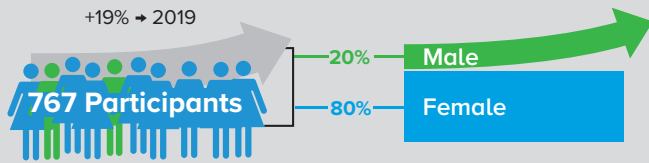
Since 2016, METRO has been a member of the @Lead_eu_net. This European network seeks to promote #female management personnel in the retail and consumer goods industry. #LEADNetwork20 kicks-off today! #METROfact #DoingNotTrying #DiversityMatters #METROheroes /kk



METRO

Since 2016,
150 employees in
16 METRO countries have
been active in the
LEAD Network and
continue to shape it.

Our 2020 event at a glance



22% retail participants



103 companies represented

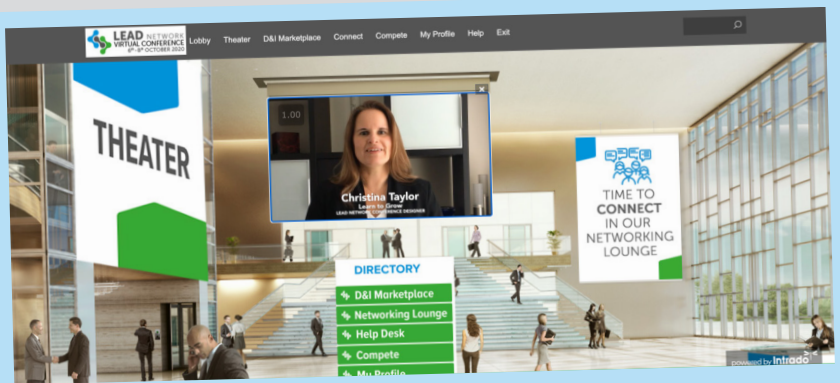


42 countries represented

CONFERENCE PARTICIPANTS

2020	767	VIRTUAL CONFERENCE
2019	636	MADRID
2018	410	LONDON
2017	300	AMSTERDAM
2016	180	DÜSSELDORF
2015	130	BRUSSELS
2014	90	AMSTERDAM
2013	60	LONDON

Our **thanks** goes out to Christina Taylor of Learn to Grow who designed the rich content of this LEAD Network Event!



LEAD Network Partners

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HEALTH • HYGIENE • HOME

GOLD PARTNERS



SILVER PARTNERS

