

# EXECUTIVE SUMMARY



LEAD NETWORK

DOING NOT TRYING:

IT STARTS  
WITH ONE

VIRTUAL CONFERENCE  
6<sup>th</sup> & 7<sup>th</sup> OCTOBER '21

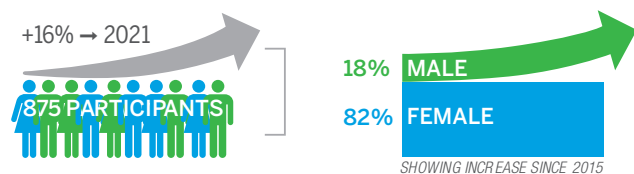
Sponsored by:



## CONTENTS

INTRODUCTION	3
KEYNOTE SPEAKERS	4
PANEL - INSIGHTS TO MAKE THE FRONTLINE EQUAL	5
PANEL - THE FUTURE OF WORK	6
BREAKOUT SESSIONS	7
INSPIRE ME TALKS	8
D&I MARKETPLACE	9
OUR AWARD WINNERS	10
GENDER DIVERSITY SCORECARD 2021	12
SOCIAL MEDIA	13
THANK YOU TO ALL OUR PARTNERS	15

## Our 2021 event at a glance



100 SPEAKERS AND  
MODERATORS



19% RETAIL  
PARTICIPANTS



107 COMPANIES  
REPRESENTED



51 COUNTRIES  
REPRESENTED

### CONFERENCE PARTICIPANTS

2021	875	VIRTUAL CONFERENCE
2020	757	VIRTUAL CONFERENCE
2019	636	MADRID
2018	410	LONDON
2017	300	AMSTERDAM
2016	180	DÜSSELDORF
2015	130	BRISSELS
2014	90	AMSTERDAM
2013	60	LONDON

## Celebrating our 10th anniversary with biggest event yet

As we proudly celebrated the 10th anniversary of LEAD Network, a record number of delegates came together online on 6-7 October for our annual conference. With the theme **Doing Not Trying: It Starts With One**, a varied programme of events explored the power of each individual and company to build a more gender-balanced industry. There were 875 participants, including the CEOs of some of Europe's largest companies, drawn from 51 countries and 107 companies. Men accounted for 18% of attendees, slightly down on last year's 20%.

Our keynote speakers included Sally Bucknell, Director, Diversity & Inclusiveness, UK & Ireland, EY; Leena Nair, Chief Human Resource Officer, Unilever; and Andrea Euenheim, Chief Human Resources Officer at METRO AG. A keenly anticipated panel discussion involved frontline workers talking frankly about their experiences during the pandemic, and the lessons companies must learn in order to build a more equitable workplace. Meanwhile, the results of our latest bi-annual Gender Diversity Scorecard were revealed, showing encouraging progress, given the pandemic: 35% female representation at executive level, up from 34% in 2019.

For the first time, the conference included a series of short TED-style talks, called Inspire Me Talks, where industry thought-leaders stepped up to spark new ideas. There was a repeat of last year's highly successful D&I Marketplace, where companies showcased their activities. And delegates had plenty of opportunity to network – and, of course, raise a glass to LEAD Network's 10th birthday, for which a special celebratory video was screened.

Veronika Pountcheva, Global Director, Corporate Responsibility at METRO AG and Chair of LEAD Network Advisory Board, said she was delighted to welcome three new Partners (Musgrave, Amazon and IBM) and stressed that now was the time to be even more ambitious about the future of gender equality in our industry.

Sharon Jeske, Executive Director of LEAD Network, said: "I'm delighted that our membership has soared from 8,000 to more than 12,000 in our 10th anniversary year – an incredible achievement. This was our best conference yet – people were able to tap into new ideas, build their skills and networks, and discuss what the pandemic has taught us about the future of work."

The event was sponsored by Ahold Delhaize, The Coca-Cola Company, PepsiCo, P&G, METRO, Kellogg Company, LS International and Creative Culture. All formal sessions were recorded, with delegates receiving one month's access.



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



**Sharon Jeske**  
Executive Director  
of LEAD Network







## METRO learns from its customers

**Andrea Euenheim, Management Board Member & Chief Human Resources Officer, METRO AG**

Andrea Euenheim is the first woman on METRO's management board in the company's 50-year history. In her thought-provoking keynote, Andrea described overcoming clichés and prejudice in the course of her rise to become Chief Human Resources Officer – and her determination to help the business become more gender balanced at senior levels by learning from customers.

METRO has 100,000 employees in 34 countries, spanning Asia, India, Eastern Europe and the Netherlands, and its customer base is very diverse. But only 26% of its leaders in Europe are women (25% globally), below the industry standard.

The issue is particularly acute when it comes to METRO's store managers. Even though its women-led stores achieve a 1.3 points higher NPS score and 10 points higher employee satisfaction and loyalty score, only 21% of store managers in Europe are female (20% globally). "It's harder for these women to network and be visible because there might only be one or two of them in a particular country," Andrea said.

To tackle the problem, METRO is pioneering a holistic approach. Says Andrea: "We work with female entrepreneurs among our customer base to understand their ideas and barriers; we promote female chefs via a competition, and we support female-run businesses, for example we have listed a women-run chicken supplier in Pakistan. We want to make gender diversity a natural need rather than something that is imposed. Working backwards from customers is the recipe for success."

## Stop apologising and start leading, says Leena

**Leena Nair, Chief Human Resource Officer, Unilever**

Leena Nair, Chief Human Resource Officer at Unilever, delivered a riveting keynote speech that urged women to "stop apologising and start leading." Her speech, introduced by her colleague Hanneke Faber, President Foods & Refreshment at Unilever, generated a storm of responses from our members, even giving rise to the hashtag #wwld (what would Leena do?) Leena is the first female, first Asian and youngest person to become Unilever CHRO. Her approach is forthright and outspoken: for example, she challenges the need to make a business case for female leaders. "Has anyone ever seen a business case for why men are good for business? No. And we don't want to have one for women."



In her speech she set out three lessons for women:

1. Dream big. Leena described growing up in India and being told girls couldn't do certain things. She never accepted this; she always had big dreams and wanted to make a difference in the world. "Learn to express your ambitions, don't compromise before the day has started. If you don't even dream it, how will you become it?"
2. Make it easier for those who come after you. Leena said that in every position she has held, she has been the first woman doing that job, which is both a privilege and a burden. She has coped with it by reminding herself that she is making it easier for others. For example, when working in a factory she demanded that women's toilets be installed; these became affectionately known as 'Leena's loos.'
3. Build a sisterhood. Behind every successful woman there's a network of women, and we have to be there for each other by praising and supporting the women around us. "If you've been inspired today, go out and inspire ten others."



## Are you looking through the wrong end of the telescope?

**Sally Bucknell, Director, Diversity & Inclusiveness, UK & Ireland - EY**

In an insightful keynote speech, Sally Bucknell, Director, Diversity & Inclusiveness, UK & Ireland, at EY, said companies were looking at the issue of gender equality through the wrong end of the telescope. "For too long we have been investing in women to teach them how to belong, when what we need to do is to look at ourselves, our culture and our hidden rules," she said.

Sally talked honestly about the situation at EY, where 50% of the workforce is female and 33% from ethnic minorities, but where at Partner level the balance is still 75% male and 85% white. The company has made strenuous efforts to challenge its preference for "an ideal type of leader" which has created what Sally called "a very skewed meritocracy".

It has done this by uncovering uncomfortable truths about who succeeds in the firm, using data to scrutinise who gets the best work experience, promotions and bonuses. It found, for example, that men tend to receive more feedback at work and that white candidates get more support to pass their accountancy exams first time.

The firm is disrupting these patterns through measures such as removing names when allocating people to projects, and assessing employees on their revenues and levels of client satisfaction rather than on their personal style and impact. Promotions must reflect the general employee population. Targets are set and progress discussed quarterly, with pay and performance of business leaders tied to the results. EY also has a 'strong when we belong' storytelling series to share experiences of difference and inclusion.

## Insights to make the frontline equal

While much of the talk over the past 18 months has focused on remote working, the vast majority of people in our sector found themselves on the frontline, keeping factories running, delivering groceries and showing up for customers in store every day. Our panel considered some of these people's perspectives and heard what changes are needed to create more equitable workplaces.

The discussion was moderated by João Cília, Managing Director at Well's, and the panellists were Julia Semenchenko, Plant Manager at P&G's Pampers factory in Warsaw, Poland; Aylin Dal, Quality and Environment Manager at Coca-Cola İçecek in Turkey; Lisa Kerrs, Plant Manager at CHEP in Bristol, UK; and Caroline Rowan, Head of Retail Operations at Musgrave in Ireland and Northern Ireland. All agreed it had been extremely challenging dealing with Christmas-level spikes in demand overnight, safety concerns and domestic pressures.

Julia said lockdown had a disproportionate impact on women on the frontline compared with men: women bore the brunt of childcare and domestic tasks while most men "carried on as before". She said: "I had to train my team, sort out how to get female leaders to connect remotely and we had to get used to kids on screen in meetings."

Aylin said she had to learn to accept that she couldn't control

everything the way she would like. "I had to teach myself to lower my stress level and delegate chores to my husband and son." Within Coca-Cola, the women's network and the HR department also offered support.

Lisa said there were only two women out of 154 staff in her plant, and the pandemic altered how things were done. "People got a better sense of where wellbeing lay. Softer emotional skills have become critical and vital in keeping people at work, supply chains

running and even families operating." She said leadership had changed: previously, the approach to domestic matters was policy-driven but it is now more flexible, considered and supportive.

Caroline said the social value of the job came to the fore: some customers had no contact during lockdown apart from

their trip to the shops. "We have to be agile and innovative going forward. People on the frontline know what they need, so let's listen to them and do what needs doing."

All four panellists called for a culture shift: the viability of flexible and agile working has been demonstrated and now companies need to look at hours, and how part-time workers can progress to more senior roles. A return-to-work programme after career breaks and policies to promote co-parenting and parental leave are also required.

**"We have to be agile and innovative going forward. People on the frontline know what they need, so let's listen to them and do what needs doing."**

**Caroline Rowan, Musgrave**



Clockwise from top left:  
 João Cília, Well's - Sonae  
 Caroline Rowan, Musgrave  
 Julia Semenchenko, P&G  
 Lisa Kerrs, CHEP  
 Aylin Dal, Coca-Cola İçecek



Factories continued to operate during the pandemic. Source: P&G

## The future of work

The events of the last 18 months have served as an accelerator for many businesses when it comes to future-of-work trends, including remote working, mental health, the purpose of the office and how to build a more inclusive workplace.

Our panel considered these topics, facilitated by Zaheer Ahmad MBE JP, Global Head of Diversity, Equity and Inclusion at GSK Consumer Healthcare. The panellists were Nikki Humphrey, Executive Director, People at The John Lewis Partnership; Johan Sjostrand, Global President, Retail Intelligence at Nielsen IQ; and Caroline Basyin, SVP Strategy and Transformation Europe at PepsiCo.

Johan focused on the importance of inclusive leadership, now that many employees are no longer in a physical co-working space.

He foresaw three key shifts: 1. Leaders will need to focus more on connecting, to help others see how their work fits into the bigger picture. 2. Isolation and FOMO (fear of missing out) are an issue, and leaders must avoid creating inner circles. 3. When things go wrong, leaders must assume good intent, and become process engineers to help remove obstacles.

Caroline offered three suggestions for priming the talent pipeline, which many companies have seen falter during COVID. Firstly, firms must strive to retain talented women during key events in their lives, for example by offering more flexibility in how the work

gets done. Secondly, they need an explicit women-in-leadership action plan, involving training, sponsoring, creating visibility, giving stretch assignments and succession planning. And finally, they need to take bold decisions.

Meanwhile Nikki talked about the problem of female attrition in the wake of the pandemic. The John Lewis Partnership is addressing this through a number of practical measures, including offering flexible working and blended working, especially in shops; introducing inclusive policies such as six months' paid parental leave, irrespective of gender, and offering targeted support via networks, mentoring and coaching. The firm is also using data to track recruitment, pay and performance.

All three panellists also shared what they had done to be an ally in the past 12 months. Caroline volunteered to sponsor two women selected as among the top 30 in PepsiCo in Europe. Johan supported a female leadership programme for those in mid-career; he also pushed for female candidates on the slate for a new leader for China for Nielsen IQ (a woman was eventually offered the job). And Nikki hired a job share for a director role at The John Lewis Partnership; this has had a ripple effect, for example two individuals can now share a single seat on employee representation groups.

**“When things go wrong, leaders must assume good intent, and become process engineers to help remove obstacles.”**

**Johan Sjostrand, Nielsen IQ**



Clockwise from top left:  
**Zaheer Ahmad MBE JP, GSK**  
**Nikki Humphrey, John Lewis & Partnership**  
**Caroline Basyin, PepsiCo**  
**Johan Sjostrand, Nielsen IQ**



## Thinking differently

Breakouts on day two of the conference gave delegates the chance to stretch their minds on a variety of important topics. Here we summarise three popular sessions.

### Male Allies Actively Building and Inclusive Workplace

considered how men can be active agents of change in the movement for gender equality. The session was moderated by Daniele Fiandaca, Co-Founder of Utopia and Token Man, and the three speakers were David Lawlor, President, Europe, Kellogg Company; Mehmet Mustehlik, Finance Director, Migros Ticaret and Marcin Jasiak, President Greater Europe, Russia, Middle East, L'OCCITANE International. As well as sharing personal stories from their own lives, panellists discussed the importance of open-minded listening, the need for courage to tackle the issues that emerge as a result of such listening, and the power of shifting from a masculine leadership style to a more modern and empathetic style.



Male Allies Actively Building and Inclusive Workplace

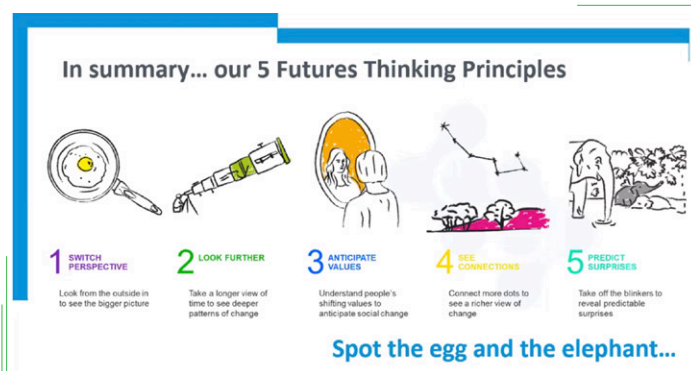


Let's Talk About Burnout

**Let's Talk About Burnout** explored the impact of the last 18 months on women, as the pivot to working from home blurred lines between personal and professional lives. This session considered the experiences of all women - carers, parents, daughters and those living alone - who may have found it hard to practise self-care during challenging times. Facilitated by Emma Mainoo, Partner & Head of Mental Health, Utopia in partnership with Pepsico, the discussion explored the key factors that can lead to burnout and shared strategies for maintaining mental health, including: acknowledging stress levels; seeking relevant support; challenging your inner critic and setting healthy boundaries that are neither too rigid nor too porous.

### What Fried Eggs & Elephants and the Principles of Futures Thinking Teach Us About the Importance of Broadening our Perspective

focused on ways to anticipate how consumer behaviour will evolve in future, and reimagine our businesses and brands in response. Introduced by Mike Wilson, Global Head of Leadership Development at Reckitt and facilitated by Lloyd Burdett, Global Client Partner and Global Head of Futures and Innovation Practice, Kantar Consulting, this interactive session looked at the need to change our mindsets so we blend analytical and creative thinking, and explored the five fundamental principles of futures thinking: Switch perspective; Look further; Anticipate values; See connections; and Predict surprises.



What Fried Eggs & Elephants and the Principles of Futures Thinking Teach Us About the Importance of Broadening our Perspective

If you missed any breakouts and want to catch up, there are some fascinating handouts on the Resources section of the event portal, as well as videos of most of the sessions.

## Quick hits of inspiration

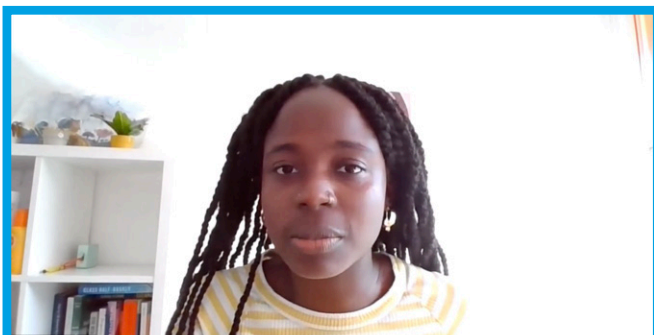
This year's event was the first to include 'Inspire Me Talks' from some of the pioneers and deep-thinkers within our industry. Each gave a short TED-style presentation to provide a quick hit of energy, ideas and inspiration. Here's a taste of three of the talks.

**Valerie Ntinu** is D&I and Communications Specialist at Ahold Delhaize Europe & Indonesia. Her talk on intersectionality and representation stressed that relying purely on figures to measure success risks overlooking deeper realities. She cited her own example to explain the limits of a data-only approach. "Living in Europe, I'm a black Kenyan woman but I'm also middle-class, highly educated and a native English speaker" she said. "These identities blend to define the access to opportunities that I have and that I lack." Valerie called for companies to "unpack categories" and use qualitative data such as focus groups and anonymous interviews to elicit greater nuance. "Be critical of existing data," she said. **"When you achieve 50/50, ask how reflective it is of the social context and the demographics you are in."** For example, a London-based company should be asking whether it is excluding any of the communities that make up the city.

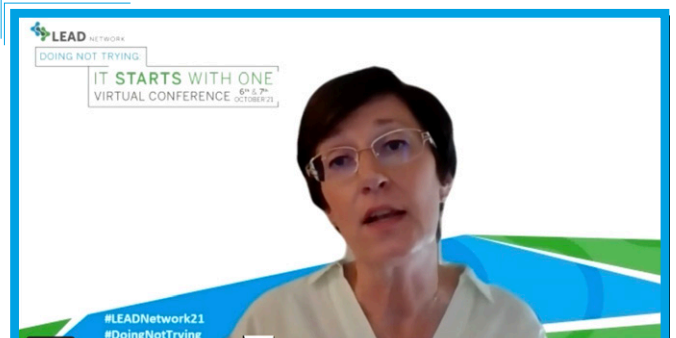
**Claudia Brind-Woody** is Vice President and Managing Director of Intellectual Property at IBM, and a leading advocate for LGBTQ people in business, especially tech. In her talk, she described getting men to understand the need for diversity by using a sporting analogy. **"I ask them, if I give you a team made up of all quarterbacks and I have a team with roles in offence, defence and so on, who is going to win? And then they get it."** Claudia said awareness was not enough to solve the problem and nor was understanding the business case; concrete action is required. She outlined six steps for action:

1. Help women maintain work/life balance;
2. Understand the impact of gender bias and allow women the same chance to fail as men;
3. Empower women of colour;
4. Train men to be allies;
5. Use technology to reduce discrimination, e.g. anti-bias algorithms and
6. Make STEM careers more accessible and inclusive.

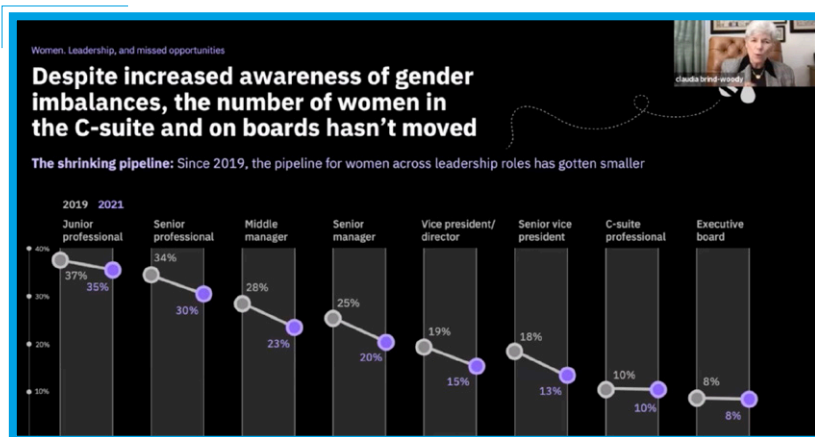
**Isabelle Esser** is Chief Human Resources Officer at Barry Callebaut. She began with a personal story: when she was 18 she told her grandmother she was going to university to study engineering only to be asked: "What for? What a waste of time, you are going to get married anyway". This was the first moment Isabelle became aware of discrimination. She went on to build a successful career in R&D and her scientific training underpins her efforts to make the business more gender equal. She urged companies to use data to pinpoint the root causes of issues and then tackle single aspects of problematic workplace practices one by one. For example, a successful approach she uses is that, three months prior to a maternity leave, the woman's role is deconstructed into discrete responsibilities that are then shared between the team on a voluntary basis. "It has changed the culture at a deep level because everyone rallies round," Isabelle said. **"Companies can mandate diversity but they must nurture inclusivity; it cannot be imposed."**



Valerie Ntinu, Ahold Delhaize  
**'Intersectionality before representation'**



Isabelle Esser, Barry Callebaut  
**'Dare to Act'**



Claudia Brind-Woody, IBM  
**'Stop Trying for Gender Equality - DO IT'**



## D&I MARKETPLACE draws a crowd

Our virtual D&I Marketplace once again proved highly popular, with more than 1,900 visits. The Marketplace contained 11 multimedia booths hosted by Partner companies, showcasing some of their D&I practices and projects. For the first time this year, the exhibitors also gave live presentations where they shared deeper insights.



Live-streamed session by Coca-Cola  
Europacific Partners



**Ahold Delhaize** revealed how the company and its local brands are fuelling their journey to a workplace that is **100% inclusive**, by developing leaders' skills and mindset.

**Asahi Europe & International** discussed the journey to create a **progressive culture**, with a more modern and flexible work environment and agile ways of working.

**Coca-Cola Europacific Partners** talked about its ‘Everyone’s Welcome’ philosophy, which aims to embrace all people across the five key areas of gender, culture & heritage, LGBT+, multi-generations and disability.

**Creative Culture** discussed how cultural diversity and understanding are key to meaningful inclusion and how rolling out a D&I strategy across international markets requires **sensitivity, intelligence and expertise**.

**Danone** explained how the business applies its **'People, Brands & Partners'** triangular D&I approach to cultivate a parent-friendly mindset globally – both inside and outside the company.

**FrieslandCampina** reflected on key insights and tools from its D&I journey, from understanding imposter syndrome to challenging bias and leveraging **'the power of we'**.

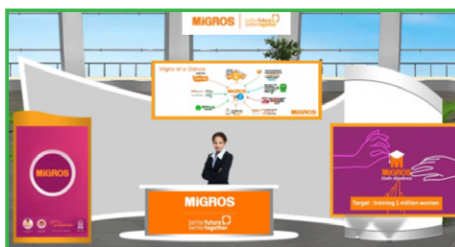
**IBM** explored its '**Be Equal**' inclusion campaign which is about promoting, progressing and celebrating plurality of minds – and being an upstander, as a role model or an ally.

**Kimberly-Clark** shared the various D&I initiatives it has implemented over the past 12 months and explored learnings that are helping it to drive an **inclusive and winning culture**.

**P&G** talked about the company's aspirations to help build a world free from gender bias, with **equal voice**, representation and opportunity for all – a world where everyone sees equal.

**Reckitt** hosted a showroom of its '**Stronger Together**' conversation series, sharing the purpose of the space it has created and the feedback it has been getting from employees.

**Sonae MC** explained its partnership with Portuguese Red Cross to develop a programme aimed at raising awareness and protection mechanisms to support victims of **domestic violence** within its workforce.



The D&I Marketplace was sponsored by The Coca-Cola Company.

## Spotlight on our award winners



**Alan Jope, CEO at Unilever**

### Alan leads by example

This year's Inspirational Leader Award went to Alan Jope, CEO of Unilever. Alan has articulated a vision for the company that has really transformed it, leading a whole range of progressive policies and practices. These include: intervening in hotspots where women are under-represented and getting to the root cause of barriers; insisting on balanced recruitment slates at all levels; and introducing flexible working for men and women, together with 16 weeks of parental leave. Alan said: "Huge thanks for this award, it is very much appreciated. But the people who really deserve credit are my colleagues, who work with immense passion every day to advance D&I at Unilever."



### Turkey and Germany are outstanding Chapters

When it came to our Outstanding Chapter Award, two countries were applauded for their efforts: Turkey and Germany. Turkey was recognised in this category for the second year running, for its excellent work including introducing 'mini MBAs' for members, launching a popular monthly newsletter and organising the first local CEO Roundtable. Meanwhile Germany made sterling efforts to engage with people via a Retailer Roundtable and to encourage potential corporate Partners to become part of LEAD Network.



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



**Nicole Zube, Senior HR Director, European Supply Chain at Kellogg Company**



**Miranda Prins-Visscher, General Manager Continental Europe at Kellogg Company**

### Jennifer, Miranda and Nicole go the extra mile

Partner Ambassadors are critical to our work, helping us to understand the issues companies are facing, and bringing our message into their businesses. This year three outstanding individuals were recognised with our Partner Ambassador Award. First was Jennifer Ragland, Senior Director for Industry and System Commercial Communications at The Coca-Cola Company. Under her leadership, stakeholders have united behind the D&I mission and the CEO has signed the CEO Pledge. Jennifer also supports our programmes, including the conference. She said: "There's so much that's special about LEAD Network: the people, the passion, the commitment to making a difference. I'm grateful for the chance to learn." The second award went jointly to two Kellogg Company executives: Miranda Prins-Visscher, General Manager Continental Europe, and Nicole Zube, Senior HR Director, European Supply Chain. Miranda and Nicole have demonstrated great commitment to sharing best practice, and helping people come together to learn. They have also substantially boosted membership. They said they were honoured to receive the award and proud of their team. "We are creating a movement, not just a moment."



### P&G promotes collective action

P&G won the Partnership Excellence Award for its work to promote collective action and collaboration across our entire industry to bring value to the sector overall. For example, last year the company helped develop the Superpowers Now! Initiative and shared expertise via an alumni workshop.

Béatrice Dupuy, President and General Manager of P&G France, Belgium, Luxembourg and the Netherlands, said: "It's important that we raise the bar not just for our company but for the whole industry. We are very happy to be recognised on such an important topic and hope everyone will join the effort."

## Spotlight on our award winners



**Bekki Roberts**, Senior Human Resources Business Partner – Talent at Kellogg Company



**Hannah Davies**, IT Business Engagement Manager at Waitrose & Partners



**Angeliki Kazantzidi**, Marketing Director, Self Care, Skin Health & Professional Marketing at Johnson & Johnson



**Emma Nienkämper**, Executive Assistant for SVP HR & Engagement Specialist at Mondelēz Company

### Team efforts bring rewards

We have 317 dedicated volunteers and we had to make no less than five awards in our Excellence in Volunteer Services category because so many of them have worked tirelessly in 2021. The first award went to a group of three individuals: Bekki Roberts, Senior Human Resources Business Partner – Talent, Kellogg Company; Thomas Allmark, Global Director, Inclusion and Diversity, Brambles; and Hannah Davies, IT Business Engagement Manager, Waitrose & Partners. These three members of our Education Committee carried out exemplary work in designing and executing a pilot of the Inclusive Leadership Programme for 30 of our members, bringing on board eight leaders to share their stories, and recommending the programme be extended to 100 people. They said: “The ability this project has created to pay it forward to others is truly rewarding.”

The second award in the category went to Evgenia Provi, Copy Writer, The Writing Atelier, and Angeliki Kazantzidi, Marketing Director, Self Care, Skin Health & Professional Marketing, Johnson & Johnson. One of LEAD Network’s strategic objectives is to become the voice of the industry. During 2021, Angeliki and Evgenia helped us achieve this goal by developing a methodology, conducting an assessment through interviews with key members, and devising a set of action-oriented recommendations. Angeliki and Evgenia said the project had given them a chance to connect with senior D&I opinion leaders. “Without a dedicated network of people, none of this would be possible,” they said.

Banu Kılıç, Corporate Communications Manager, Lila Group was the third recipient. Banu is a pillar of the Turkey Chapter. As the chair of the Chapter’s events and marketing committees, she handles many different roles and responsibilities with great skill and dedication. Banu said she saw her role as “building a kind of bridge to increase awareness of D&I”.

The fourth award went to Emma Nienkämper, Executive Assistant for SVP HR & Engagement Specialist at Mondelēz International, who was described as a hero behind the scenes of the Switzerland Chapter. She supports the Chapter’s work across the board, including developing a members’ platform and organising a speed mentoring event. “I’m really lucky to work with such an excellent group of women,” Emma said.

Last but not least was Christina Taylor, Owner, OD and Change Consultant, Learn to Grow and Chair of our Education Committee, who was recognised for her outstanding efforts, hard work and dedication on initiatives such as the membership programme and the Inclusive Leadership Programme and the development of LEAD Network’s strategy in conjunction with the Advisory Board. And not forgetting the running of the annual conference! Christina said: “It has been an amazing journey that has helped me grow as a person, and grow my business and career.”



**Thomas Allmark**, Global Director, Inclusion and Diversity at Brambles



**Evgenia Provi**, Copy Writer at The Writing Atelier



**Banu Kılıç**, Corporate Communications Manager at Lila Group

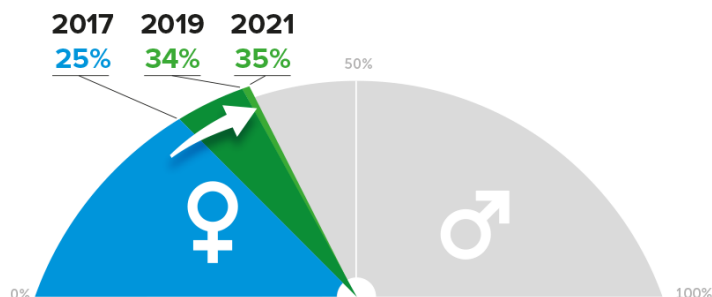


**Christina Taylor**, Owner, OD & Change Consultant at Learn to Grow



## ICA Gruppen and The Coca-Cola Company top Diversity Scorecard results

We were pleased to reveal the results of our latest Gender Diversity Scorecard, conducted in partnership with EY, which found that 35% of executive positions in the consumer goods and retail industry are now held by women. This was slightly up on the figure of 34% recorded in 2019, and significantly higher than the 25% seen in 2017. Petra Brand, Partner at EY Consulting, said: “This may seem like insignificant progress, but considering the impact of the pandemic, the increase is actually a very encouraging reflection of the drive towards gender equality.”



The Diversity Scorecard survey has been conducted biannually since 2017. All food and beverage, personal and home care manufacturers, and retail and wholesale companies with revenues above \$1 billion, and a significant part of that coming from Europe, are invited to take part.

Despite this year's positive results, the sector still has a way to go, particularly when it comes to larger businesses. Half of the \$1 billion-revenue companies participating had fewer than 50 women in leading positions. And these companies reported only 3% women in the C-suite. The survey also showed that the majority of female leaders continue to serve in areas that are traditionally female-friendly, such as marketing and HR. However, there are hopeful signs that women are beginning to break through in functional areas like supply chain, operations and finance.

### Retailer

Sweden's **ICA Gruppen** was the best-performing **retail** company for the third time in a row, with 51% women in leadership roles, slightly up on its 2019 result (50%). Maria Lundberg, CIO of ICA Gruppen, said: “It is humbling. We have D&I as a top priority; it's not about ticking a box, it's about developing a successful business.” The UK's **Waitrose & Partners** (part of John Lewis Partnership) occupied the second spot with 49% – a huge increase on the 29% it reported in 2019.

“We are grateful and humble to receive this award, highlighting the importance of inclusion and diversity for a successful business. You need the best people. By acknowledging our shortcomings, facing our biases and being open to new perspectives – we increase our chances of attracting and retaining the greatest talent.”

**Per Stromberg**, CEO, ICA Gruppen



### Manufacturer

On the **manufacturing** side, **The Coca-Cola Company** ranked top. Its figure of 55% female executives was a significant rise on the 23% it reported in 2019. Lana Popovic, President, Central and Eastern Europe Business Unit at The Coca-Cola Company, said: “This award encourages us not to stop here, in fact the opposite, because it's one thing to do it but another to sustain it for the long term. The effort is truly worth it.” Other strong performers in the category were **Nestlé**, **Kimberly-Clarke** and **Lila Group**, which had results of 52%, 50% and 50% respectively.



“We are very honoured about this recognition. Diversity, equity and inclusion are at the heart of our values and our growth strategy. They play an important part in our company's success. I'm personally very proud of the talents I saw progressing in our company during the last year, especially since the pandemic has proven to be particularly hard on women everywhere. We deeply believe that we can achieve better results when we continue fostering a diverse and inclusive culture and lead in a gender-balanced way. While this is a proud moment for Coca-Cola Europe, we also recognize that we are not fully there yet in terms of being 50% led by women across all senior management levels. Not least, because the task is to sustain long-term what we strive to achieve in the near future. This award encourages us to continue to lead and advocate for a better shared future.”

**Lana Popovic**, President Operations, Coca-Cola Europe

## What participants said about the event...

"I wanted to let you know that we considered the conference a quality event. It was very effective in raising further enthusiasm and engagement from SCJ attendees: indeed appreciated! Lots of energy and momentum to grab here."

SC Johnson



**Samantha Thomas-Berry** • 2nd  
Vice President, European HR at Kellogg Company  
4d • 🌐

When everyone is included everyone wins! We partner with the LEAD Network because we believe in enabling our colleagues to reach their full potential and lead Kellogg Europe to the next level! We've had a brilliant two days actively participating in the #leadnetwork21 conference, sharing and learning. I'm also very proud that we've been recognised as LEAD Network's Partner Ambassador of the Year and for our Excellence in Volunteer Services. We thank Miranda, Nicole and Bekki for their creative leadership and unstoppable momentum in guiding us to a better world where everyone has a seat at the table.

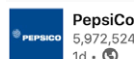


"Proud to see our actions and positive impact recognised by all at @Lead\_eu\_net Together we ARE truly making a difference #ChooseEqual"

Carine Shili Decoster, Director Executive Communications, Global Baby Care at P&G

"Thanks to team #leadnetwork21 and today's virtual conference promoting gender equality – really passionate discussions that go to the heart of creating a more diverse and inclusive workforce. Great keynote by Sally Bucknell and loved the #cognitivediversity workshop session."

Danny Bagge, Retail Industry Lead, IBM UK



**PepsiCo**  
5,972,524 followers  
1d • 🌐

Last week [Caroline Basyn](#), our SVP Strategy & Transformation, participated in a panel discussion on the role of Equality, Inclusion & Diversity in the Future of Work at the [LEAD Network Europe 2021](#) Conference. They discussed the critical steps organizations are taking to reshape the workplace of the future and the role businesses can play in supporting and progressing female talent.

Read more on the targeted actions Caroline proposed in her blog post: <https://lnkd.in/gXaVK8AM>

#LEADNetwork21 #ItStartsWithOne #DoingNotTrying  
#diversityandinclusion #pepsicoproud



**Ayla ZIZ** • 2nd  
SVP Global Sales- Chief Customer Officer  
5d • Edited • 🌐

+ Follow ...

I was delighted to share some of my experience at the #LEADNetwork21 and my 7 tips:  
1- Surround yourself with the right people: my ex boss told me, you are the average of the 5 people around you..  
2- Be curious, continue learning all the way  
3- Set yourself some stretchy goals even if it challenges yourself and sometimes seems not achievable  
4- Acknowledge there will be ups and downs and it is part of the journey..  
5- Support each other: it is by teaming up that we grow faster  
6- Define your purpose, live your values and stick to them.. don't change because you are asked to!  
7- Network, network, network.. Life is all about human connections...

"I was privileged and absolutely delighted to take part in today's panel discussion as part of the LEAD Network conference. A really informative discussion around the experiences of the last 18 months and the opportunity that this brings to improve gender diversity in the workplace."

Caroline Rowan, Head of Retail Operations at Musgrave



**Sally Bucknell** • 2nd  
Director, Diversity & Inclusiveness, UK at Ernst & Young  
6d • 🌐

...

Thrilled to speak at the opening of the LEAD Network Conference this morning. LEAD is 10 years old this year – a coalition of amazing women and men determined to advance gender diversity in the FMCG sector. Attendees from Moscow to Manchester and everywhere in between on this virtual event. Great to hear from [Caroline Basyn](#) on the importance of understanding what's needed at mid-career stages, [Nikki Humphrey](#) on their progressive parenting policies and [David Lawlor](#) as the voice of the CEO. And a panel ably chaired by [Zaheer Ahmad MBE JP CCM](#)! Two full days to follow.

#LEADNetwork21 #ItStartsWithOne  
#GenderEquality#StrongWhenWeBelong#BetterWorkingWorld

"The LEAD Network and its 50/50 Pledge from member companies to advance gender equity in their organisations continues to go from strength to strength and advance momentum. Thanks for the privilege of sharing the progress we are making and committed to in Kellogg's and the opportunity to learn from others these past two days."

David Lawlor, President – Europe, Kellogg Company



**Rocío Clemares Sempere** • 2nd  
HR Manager with strong experience in multinational environments and different...  
2w • 🌐

Ha sido un verdadero placer moderar esta sesión tan inspiradora y escuchar las experiencias y consejos de [Lisa Murdoch \(She/Her\)](#) y [Michele Gay](#)  
Muchas gracias al equipo de [LEAD Network Europe](#) por contar conmigo en el evento global de [#diversidad](#) e [#inclusion](#)



**Carrefour Property** + Follow  
19,669 followers  
2w • 🌐



## SOCIAL MEDIA

**METRO/MAKRO**  
206,646 followers  
1w · 🌐

**Andrea Euenheim**, Chief Human Resources Officer and Labour Director of **METRO AG** delivered a keynote speech yesterday at the **LEAD Network Europe** virtual conference. Here is a brief statement of what she spoke about 📌  
**#WeAreMETRO #WeAreMAKRO #DiversityMatters #LEADNetwork21**



"I was just reflecting about how great the 2021 LEAD conference has been! Being part of SC Johnson which now is a Partner of LEAD, and being part of the LEAD CH chapter is amazing as it gives me the opportunity to contribute to the D&I journey. Attending the 2021 LEAD conference with so many inspiring leaders showed me how great the journey is!"

**Franca Mercurio**, RD&E Director Europe at SC Johnson



**Lesley Cordial** · 1st  
Global Talent Manager and D&I Lead at FrieslandCampina  
5d · 🌐

Congratulations to the LEAD Network team for an amazing virtual conference over the last two days. Very privileged to have had the opportunity, together with my colleague **Anam Bhadelia**, to host the live chat on our D&I ambition at FrieslandCampina as part of our market place booth. We discussed key topics around gender balanced recruitment and nourishing female leadership. Important for sharing our own learnings and helping to build best practices that can support us all in our journey towards gender parity. Huge thanks to the amazing team within FrieslandCampina who have worked so hard in the preparation of our booth: **Constanze Patricia Munz Maren Fuhrich Marilia Nardy Dorsa Juliana Gomes Burce Gültekin Linda Groot Wassink Almudena García Álvarez**

"Inspirational, eye opening, thought provoking, insightful. A lot of great examples and stories to better understand how everyone can make a difference and drive change."

**Laurent Guenard**, Regional R&D Manager EMEA, Kimberly-Clark



**Procter & Gamble** @ProcterGamble · Oct 8

Inspiring words from Loukia Tzekaki, sharing and motivating us with her journey from engineer to sustainability champion here at P&G at **#LEADNetwork2021** yesterday. We each have the ability to drive change and have a positive impact! **#WeSeeEqual**



"Just had a fantastic 2 days participating in the **#leadnetwork21** conference, together with 25 of my Kellogg Europe colleagues. So much inspiration, story sharing, learning and positive energy from like minded people! As we strive to drive better gender equality in our industry, it was so good to have so many organisations coming together."

**John Hobson**, VP and CIO, Kellogg Europe



**Olena Neznal** (She/Her) · 2nd  
Head of Europe, Middle East and Africa | Global Transformation and Gro...  
6d · 🌐

What an inspiring opening session this morning!



**LEAD Network Europe**  
9,080 followers  
6d · 🌐

It is time for the **LEAD Network Europe** Virtual Conference 2021 as it takes **#DoingNotTrying: #ItStartsWithOne** theme. Be **#inspired #network & #learn!** Opening & welcome today, 9:00 AM CET  
Have a productive Conference!  
<https://lnkd.in/eEkM5EB>  
**#LEADNetwork21**



**PepsiCoEU** @PepsiCoEU  
Oct 4

We're constantly striving to create a more diverse, inclusive workplace for everyone.

Our Europe CEO Silviu Popovici recently signed **@Lead\_eu\_net** CEO pledge to help women progress in European **#CPD & #Retail** sectors, through education, leadership & business development **@bxlbinder**



"Thanks to PepsiCo I spent this morning talking about burnout with a group of incredible women at the **#leadnetwork21** conference. The same themes always come up in these conversations and the one I hear most loudly is the need for prevention and more open cultures where people can put their hands up and ask for help on any day."

**Emma Mainoo**, Partner & Head of Mental Health at Utopia



THANK YOU TO ALL OUR PARTNERS



Leading Executives Advancing Diversity

FOUNDATION PARTNERS



GOLD PARTNERS



SILVER PARTNERS



Foundation **LEAD Network**  
[www.lead-eu.net](http://www.lead-eu.net)

Follow us: [Twitter](#) [LinkedIn](#) [YouTube](#)

[info@lead-eu.net](mailto:info@lead-eu.net)

© 2021 All rights reserved

#LEADNetwork21  
#DoingNotTrying  
#ItStartsWithOne