



Agenda

# LEAD Network Conference 2024: Leading Sustainable Change

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LEAD Network's Conference is the flagship event in Europe for D&I, focusing on gender equality in the retail and consumer goods industry. Delegates – including CEOs of some of Europe's largest companies – will connect for two days of networking, inspiration, learning, discussions, and best practice sharing, to drive action as an industry to create more gender-equal workplaces.

This agenda provides a detailed overview of the conference sessions. It only contains the sessions that are available to all conference participants. Please note that the breakout sessions of the 3 rounds will take place in parallel. The agenda is subject to minor changes and will be frequently updated.

## Wednesday 2<sup>nd</sup> October 2024

09.00	LEAD Network committee meetings Incl. CEO, & CIO Roundtable
11.30	Official Delegates Opening Lunch
13.00	Opening & Plenary Sessions incl. Award Ceremony
15.00	Refreshment Break
16.00	Breakout Sessions Round 1
17.00	Aperitivo sponsored by Diageo
17.45	Bus transfer service, time to relax & refresh
19.30	Networking Celebration Dinner

## Thursday 3<sup>rd</sup> October 2024

08.00	Volunteer Recognition Breakfast
09.00	Breakout Sessions Round 2
10.00	Refreshment Break
11.00	Breakout Sessions Round 3
12.00	Lunch Break
13.30	Plenary & Closing Session
15.15	End of Conference

# Opening

Welcome to the LEAD Network Conference 2024 in Budapest! We are thrilled to embark on this inspiring 2-day journey together, celebrating diversity and inclusion on a global scale. Join us for the official opening with a welcome from our CEO and our Education Programme Director, a proud Hungarian. Their insights and perspectives will set the stage for an enriching and collaborative experience. Let's come together to share ideas, learn from each other, and make meaningful connections as we continue to advance our mission of fostering inclusivity and equality.



**Allyson  
Zimmermann**  
CEO  
LEAD Network



**Dorottya  
Gill-Zalay**  
Education Programme Director  
LEAD Network

# Conference Moderators



**Margot Slattery**

Global Head of Diversity and  
Inclusion and Belonging  
ISS A/S at ISS



**Darryl Farrow**

Vice President & Global Chief  
Diversity Equity & Inclusion Officer  
McCormick & Company

# Cécile Béliot

CEO, BEL Group

## The power of conversations to drive sustainable change

Cécile Béliot will be sharing her experience as a leader and her journey as CEO of the Bel Group. Revealing how she initiated an ambitious Diversity, Equity & Inclusion journey at Bel, with sincerity and intentionality, harnessing the power of the – sometimes difficult but always right – conversations.



# Dr. Marcia Goddard

Founder, Contentment for Business

## Psychological Safety as a Driver of Sustainable High Performance

In this session Dr. Marcia Goddard will explain the neuroscience behind psychological safety, a crucial foundation for sustainable high performance. She will explain what it is, what happens in the brain when it isn't there, and what you can do to create it. You will walk away informed, engaged, and inspired to start building psychological safety the moment you leave your seat.



# Strengthening Middle Managers: Strategies to further foster Employee Engagement

Gain actionable insights from three LEAD Network partners, each offering unique perspectives. Discover practical strategies to empower middle managers, enhance employee engagement, and foster psychological safety through innovative programs like game-based learning and the impactful "Best in Town" initiative. Learn about the roll-out of a new culture and Employee Value Proposition (EVP), and explore effective practices for capability building, including goal setting, listening strategies, and inclusive recruitment.

## Panel Session



**Ileana Alexandru**  
VP Human Resources Mega  
Image Romania  
Ahold Delhaize



**Sam Thomas-Berry**  
VP Global Talent and Chief  
Diversity Officer  
Kellanova



**Marta Pieścik**  
Field HR Southern Cluster  
SC Johnson

Facilitated by



**Ctirad Nedbálek**  
VP Human Resources  
Albert Czech Republic  
Ahold Delhaize



# Elaine Bowers Coventry

President, Operations Europe East,  
The Coca-Cola Company

## **Inclusion: a superpower to lead through change and uncertainty**

Join Elaine Bowers Coventry, President East Operations for Coca-Cola Europe, for insights into why inclusion is a superpower to maximize performance.



# Award Ceremony

The LEAD Network Awards honour excellence in Gender Equality and Inclusion, celebrating individuals and initiatives that have significantly impacted Europe's Consumer Goods and Retail sector. This year, we proudly present seven awards across the Member, Partner, and Chapter areas, recognising outstanding contributions to attracting, retaining, and advancing women in the industry. We look forward to this year's Award Ceremony where we will be able to recognise the remarkable efforts driving progress and fostering an inclusive environment for all.

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Welcome Words by



**Katarzyna Branny**  
General Manager for Central Europe  
Kenvue

The Breakout Sessions should inspire commitment and action toward driving positive, sustainable change at the **individual**, **organisational**, and **industry** level. Please see the icon next to each session.

## What is sustainable change?

For the  
**individual**



Personal conviction; belief that one can make a positive influence on the world through personal behaviors

For the  
**organisation**



Long-lasting improvements aligned with organisational culture, values, and strategy

For the  
**industry**



Creating better systems that positively impact the world around us; making improvements that can be sustained over time, without imposing limits for future change

## How does this connect to the LEAD Network vision & mission?

Belief in the need for diversity, equity & inclusion; willingness to act; sustaining one's own personal energy while pushing for change

Creating organisational cultures where everyone can contribute, grow and thrive; embedding solutions through an intersectional lens

Blazing the path for systemic, long-term, impactful change in the areas of diversity, equity, and inclusion; inspiring a movement

# Breakout Sessions – Round 1

## From Firsts to Frontiers: Women Redefining Leadership Norms



Most of the things in life we do for the first time. This is the nature of being - to self-discover, learn, and develop. Whilst the first steps of a toddler and the first leadership role similarly attract many cheering observers, your leadership steps do carry the extra load of setting a benchmark. I'll delve into the transformative journey of being one of the first women in traditionally male-dominated environments. I'll highlight the dual significance of this position: an opportunity to pave the way for others, coupled with the weighty responsibility of succeeding and leaving the mark. By sharing my experiences, I aim to extract invaluable leadership lessons to empower and guide other women navigating similar paths and highlight via my personal anecdotes some common mistakes such as overcompensating, minimizing achievements or isolating yourself. Central to my narrative is the imperative for a sustainable approach to ED&I—a virtuous cycle that not only fosters progress but ensures lasting change.



**Regina Kuzmina**  
B&W GM Europe,  
UKI/MET/ANZ  
Unilever



**Louise Erdozain**  
Senior Director Sales &  
Healthy Minds Leader  
Procter & Gamble  
Northern Europe

## Building Organisational Resilience in Business: Lou's Journey from Crisis to Advocate



Alongside Lou's day job as a Senior Sales Director, she is P&G's 'Healthy Minds' Lead. Join her as she shares her powerful story of overcoming mental health challenges in the workplace. Discover how she drives mental health initiatives at P&G and equips managers with tools from her learnings to support their teams effectively. Her open and honest style resonates and aims to break the taboos surrounding talking about mental health in the workplace. Don't miss this chance to gain insights and strategies to thrive personally and professionally.

# Breakout Sessions – Round 1

## Wellbeing at the core of culture



In a post-COVID world, the importance of wellbeing as a core pillar of organisational culture has never been clearer. The key to fostering wellbeing starts with how well you are as a leader. In this session Rebecca Watson, UKI HR Director at Kimberly-Clark, explores how you can integrate wellbeing into your leadership approach.

- Innovative strategies behind Kimberly-Clark's "performance = care" mantra and how they have achieved some of the highest wellbeing scores across the UK.
- Practical tips and actionable insights on promoting wellbeing within your organisation.
- Rebecca's personal journey with wellbeing and how it has empowered her to lead the wellbeing agenda authentically and effectively.

Whether you're looking to enhance your own wellbeing or improve the wellbeing culture within your organisation, this session will provide you with the tools and inspiration you need to make a meaningful impact.



**Rebecca Watson**  
HR Director, UK, and Ireland  
Kimberly-Clark



**Catarina Oliveira Fernandes**  
Head of Learning,  
Development and Inclusion  
Sonae MC



**Miguel Andrade**  
Operations Director,  
Continente Modelo Norte (MC)  
Sonae MC

## Building the Retail of the future – Inclusive store for unique people



We're enhancing the shopping experience with a bold new concept store designed to celebrate diversity and meet the unique needs of our people and clients. Our innovative approach goes beyond the surface—it's a multilayered strategy that combines cutting-edge inclusive training, dynamic communication, and a groundbreaking design framework for both new stores and renovations. This is more than just a store; it's a movement where inclusion isn't just a value—it's a business imperative. Join us in Budapest to discover the exciting progress we've made, the powerful results we're achieving, and why MC is leading the charge in making inclusion a cornerstone of our business.

# Breakout Sessions – Round 1

## Inclusive Leadership in Action: Effective Strategies for Today's Workplace



Join our interactive 60-minute session where leaders gain practical tools and resources to foster a more inclusive workplace. Discover actionable strategies that empower you to make a difference right away!



**Bekki Roberts**  
European HRD  
– Talent and ED&I  
Kellanova



**Kayleigh Broughton**  
Senior HR Business Partner  
– Talent and ED&I  
Kellanova



**Georgina Bennett**  
General Manager  
Mars Pet Nutrition

## Allyship Redefined: Enabling Voices Through Authentic Connection



You will gain an inside look into our evolving Inclusion & Diversity (I&D) journey, specifically through the lens of our grassroots initiative, Rockstars. Launched five years ago, this associate-led movement has fostered a culture of authentic connection, driven meaningful change, and delivered outstanding results.

What will you learn from attending this session?

- Actionable insights from our journey, including how we approached the development of a grassroots movement that empowered voices across the organisation.
- Real-world stories and successes that showcase how strong sponsorship and associate leadership can drive impactful outcomes in allyship and inclusion.
- Key learnings from our challenges and breakthroughs, offering guidance for how to foster authentic connections and elevate diverse voices in your own environment.

# Breakout Sessions – Round 1

## Accelerating Supply Chain transformation through the sustainable advancement of women in leadership



In FMCG Supply Chains there is only one constant - change: and now change is happening like never before. In a world full of uncertainty, opportunity and volatility, our ability to adapt, and adapt fast will mark out greatness. Transformation is therefore at the heart of so many Supply Chain strategies: Digital Transformations, Sustainable Transformations, Organisational Transformations. In this panel discussion, the LEAD Supply Chain Chapter will explore personal stories and examples of Supply Chain Transformation, and the role of women and their leadership in delivering, responding to, and thriving in transformational change.



**Vineet Khanna**  
Former SVP Global  
Head of Supply Chain  
Nestlé



**Ursula Heng**  
Associate Partner, UKI  
Supply Chain and  
Sustainability Sector  
Leader, IBM



**Christiane Schmidt**  
Market CS&L Director  
Kellogg Northern Europe  
Kellanova



**Elena Camarasa Aramburu**  
Digital transformation Lead  
for European SC  
Kellanova

Moderated by



**Charlotte Morley**  
Chief Operating Officer  
Tangle Teezer

Facilitated by



**Kathryn Martin**  
Manufacturing Director  
Personal Care Europe  
Kimberly-Clark



# Networking Celebration Dinner

End your day on a high note by joining us for our evening event—a unique chance to network and share ideas in a breathtaking historical setting. Walk in the footsteps of Franz Joseph I and indulge in the finest local cuisine within the grand halls of the century-old Museum of Fine Arts, Hungary’s largest and finest art museum.

Don’t miss this opportunity to connect, reflect, and spark meaningful conversations about DE&I in a relaxed and inspiring atmosphere.

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**ASAHI EUROPE & INTERNATIONAL**



**Pernod Ricard**



# Breakout Sessions – Round 2

## Driving Culture & Innovation Outside the Box



Ana Sanchez embodies the essence of multi-culturalism. Born in Seoul, Korea to a Korean mother and a Puerto Rican father, she has spent her life bridging cultures and communities and creating a life that defies traditional labels. Her personal and professional journey has taken her across four continents with deep learning along the way. In this session, Ana will use storytelling and discussion to bring to life her unique approach to Diversity, Equity, and Inclusion and how this is positively influencing McCormick’s culture and innovation agenda in EMEA – from employee engagement and sustainable sourcing to marketing insights and brand-building.



**Ana Sanchez**  
President EMEA  
McCormick & Company

# Breakout Sessions – Round 2

## Confronting the elephant in the room – how to bring the silent majority with you



An interactive session tackling how to engage the 'silent majority' holding the power when they either have no incentive to change or do not see a need. Storytelling, workshopping and practical actions to take away around intersectionality and the impact of power on engagement.



**Paul Campbell**  
Senior Vice President,  
Supply Chain, Europe  
PepsiCo



### **Doreen Bos**

Senior Manager Diversity, Equity,  
Inclusion & Belonging  
- Europe & Pacific Developed  
Markets (EPDM)  
The Kraft Heinz Company

## From Aspiration to Action: Accelerating Women in the Workplace



How do you go from communicating your Diversity Aspirations, to translating these into equitable action in the workplace? Join Kraft Heinz as they dive into the transformative journey of the past 2,5 years, changing the way the company Attracts, Develops and Retains female talent in the organisation and discover strategies that have made a tangible impact on gender diversity and empowerment at Kraft Heinz.

# Breakout Sessions – Round 2

## Leading Inclusively through Change and Transformation

The world is changing faster than ever. In this highly volatile environment, Cargill Food Enterprise decided to go through a transformation that would evolve from being seen purely as a reliable supplier to being known as our customers' go-to partner for growth and innovation.



**Ronald Ramaker**  
Food Solutions EMEA Business  
Operations and Supply  
Chain Leader  
Cargill



**Maria Pia De Caro**  
EVP Integrated Operations  
and Sustainability &  
Responsibility  
Pernod Ricard

## Unlocking the Power of Inclusion at Pernod Ricard

Join us for a compelling presentation on Pernod Ricard's dedication to cultivating a culture of inclusion and belonging. Discover our commitment to authentic leadership and understand the vital role each employee plays in nurturing an inclusive environment. We'll debunk common myths about diversity and inclusion, offering practical strategies and behaviours to inspire inclusion every day. Gain insights into our new Inclusion self-assessment tool designed to empower employees to actively promote inclusion in their daily interactions. Together, let's create a workplace where everyone feels heard, valued, and empowered to thrive.

# Breakout Sessions – Round 2

## Demystify NextGens: a toolkit for leaders to translate NextGen needs into actionable company strategy

Join this breakout session to collaboratively develop user-friendly action plans inspired by the Next Gen Report. Whether you're a next-gen professional, a leader, or simply curious about the future of the industry, this session offers a toolkit to drive meaningful change—created by and for everyone.



**Radia Ahsan**  
Customer Account  
Manager  
Unilever



**Patricia Souza**  
Co-Founder  
WeSTEM+



**Madeleine Forsch**  
Ingredient Development  
Manager – Innovation  
Ingredient Germany GmbH



**Julieta Hermosilla**  
EMEA Digital  
Commerce Manager  
former Kenvue

# Breakout Sessions – Round 2

## The Beauty industry: a perfect place for women's careers? What if the beauty industry could inspire other sectors to advance diversity?

How can industries translate diversity initiatives into effective actions that ensure gender parity? Join DOUGLAS' talk on women empowerment and leadership by Stefanie von Albert, Executive Vice President Assortment & Purchasing and Mareike Mende-Ratnam, Senior Vice President Human Resources from the DOUGLAS Group. Gain insights into the beauty and retail industry and learn interesting stories from the two women.



**Stefanie von Albert**  
EVP Assortment &  
Purchasing  
DOUGLAS Service GmbH



**Mareike Mende-Ratnam**  
Chief Human Resources  
Office  
DOUGLAS Service GmbH

**Ayla Ziz**  
SVP Sales, Customer  
& Commercial Europe  
Danone



## Intersectionality as a Catalyst for Inclusive Success: From Strategy to Action



Join our dynamic panel workshop, featuring real-world insights and testimonials from Danone! Dive into the transformative journey from diversity to intersectionality and discover its profound impact on the workplace. Engage in this interactive session to learn about the business advantages, actively participate in developing practical DEI strategies and gain understanding on the role of privilege. Empower yourself and your organisation to drive inclusive success and taking that crucial step forward together. Don't miss this opportunity to champion intersectionality in your workplace!

# Breakout Sessions – Round 2

## DEI Innovation Lab 2024– Solution Showcase



D&I Innovation Lab for Diversity & Inclusion Championing!  
LEAD Network is gearing up to host a DEI Hackathon Solution Showcase, uniting members. Together, we have unleashed the power of our brilliant minds to tackle the most pressing diversity, equity, and inclusion challenges faced by our partner companies. This year’s challenge is “How can we better engage frontline employees in Diversity, Equity and Inclusion?” In this session three teams are presenting their prototype solutions while the audience can interactively engage, learn and vote for the most innovative solution idea!

Moderated by



**Vân Nygen**

Client Account Lead Consumer Goods and Retail  
Accenture



**Dunke Afe**

Non-Executive Director & Development Coach  
BlackRock (BRSC)

# Breakout Sessions – Round 3

## Metrics That Matter: Measuring Meaningful Impact



We will delve into how numbers can drive success and transformation. We will share tools and insights to help you measure and understand the impact of your initiatives on the business, helping customers make informed decisions and achieve goals and desired outcomes.



**Toshal Roy**

Vice President, Global  
Business Transformation  
McCormick & Company



**Jennifer English**

Global Brand Director  
Johnnie Walker  
Diageo

## Footsteps of Progress: Using the Power of Brands to create systemic change in CPG



This session will discuss the power of brands to create systemic change in CPG. Through discussion of theoretical insights, a progressive marketing framework and DE&I, attendees will explore how brands can influence and change consumer mindset, delivering actionable takeaways about how we can best do this to change our industries for the better.

# Breakout Sessions – Round 3

Unlocking your Digital Potential - A breakout to enable you to leverage your diverse skills for a digital skills transformation.



**James Winters**  
AI Governance Specialist  
Deeper Insights



**Marcia R. Kuchiki**  
Reporting & Analytics  
Global Lead  
Diageo

Fair Wage Certification: A key step towards becoming a more responsible employer - The L'OCCITANE Europe case



Achieving Fair Wage certification is a powerful statement of a company's commitment to responsible employment. Join us in this session to hear about the journey of L'OCCITANE to implement fair wages across all European affiliates. Through our case study, we will review the essentials of Fair Wage certification, illustrating how it can transform your business into a more responsible employer and how does this fit in with company strategies and people commitments. Learn about the certification process, the benefits of fair wage practices, and how to effectively engage your stakeholders.



**Neige Poli**  
Human Resources Director  
Europe & Middle East  
L'OCCITANE Group



# Breakout Sessions – Round 3

## Power Moves: Mastering Authentic Allyship



This 60-minute session will be facilitated by a moderator who will pose questions to the panelists about their journeys towards inclusive leadership influenced by allyship particularly within sales organisations. The discussion will highlight their experiences, lessons learned, and practical key takeaways for the audience.



**Ana Maria Paslaru**  
CMO Home Care Business  
Unit, Europe-Middle East-AnZ  
Unilever



**Milana Glisic**  
Managing Director  
Italy & Spain  
Amazon Advertising



**Brian McMeekin**  
Marketing, Commercial  
and Strategy Director  
Cargill Protein Asia and Europe



**Myriam Vidalon**  
SVP of Culture,  
Workforce  
Transformation. & Chief  
Diversity Officer  
NIQ

Moderated by

# Sahil Tesfu

Chief Strategy Officer, Essity AB

## From DEI Intent to Impact – the role of organizational engagement and collaboration

From my experience as trailblazer and DEI Champion, I'll speak about what it takes for organizational change to be impactful and sustainable over time. I'll be using Essity's externally recognized DEI initiative, Courageous Conversations, as a case study, as well experiences from the development and activation of Essity's strategy. Since DEI strategies cannot go directly from planning to execution – buy-in and engagement across an organization are key. I will address how different stakeholders need to be met where they are and why it is crucial to combine a bottom-up and top-down approach.



# The Vital Role of DE&I in Today's AI-Driven Business Strategies

DE&I is crucial in building sound AI-driven strategies, enhancing business success and providing a competitive edge. The panel will explore the multifaceted ways in which AI impacts DE&I, identifying both concerns and opportunities for business leaders. We will discuss the importance of integrating DE&I into AI strategies and AI-related upskilling, utilizing AI as a catalyst for success and tackling AI's potential biases. Gain actionable insights to better shape more responsible AI and to help foster a more inclusive digital future.

## Panel Session

Moderated by



**Karyn Twaronite**  
Global DEI Leader  
EY

# Angela Cretu

BOD Director, ex Global CEO AVON

## Leading Through Paradoxes: Thriving in the Post-Pandemic Era

In today's world, leaders face complex and conflicting demands. Angela will share insights to enable you transform these challenges into multipliers, empowering you to lead with confidence, clarity, and fulfillment in this dynamic post-pandemic landscape.



# Closing

We will recap the conference highlights, emphasising how the sessions have reinforced our theme of Leading Sustainable Change. The focus will be on moving from ideas to action, encouraging each of us to apply what we've learned in practical ways. We will also include a call to continue advancing inclusivity and equality beyond the event, to continue to make a lasting impact.



## Tanya Kopps

CHRO Europe & Indonesia,  
Ahold Delhaize & Chair of the  
LEAD Network Board of Directors



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