



Executive Sponsors: Use 'em or Lose 'em

2010 Out and Equal Workplace Summit
Los Angeles – Los Angeles Convention
Center

Session 1: Wednesday, October 6th, 11:00 to
12:30 p.m.

Participants

■ Moderator

- Frankie O'Connor – Systems Engineer, Global GLBTA President, Raytheon

■ Panelists

Raytheon

- Sponsor: Larry Harrington - VP Internal Audit
- Leader: Rachel Beitz- Software Engineering Process Group Manager

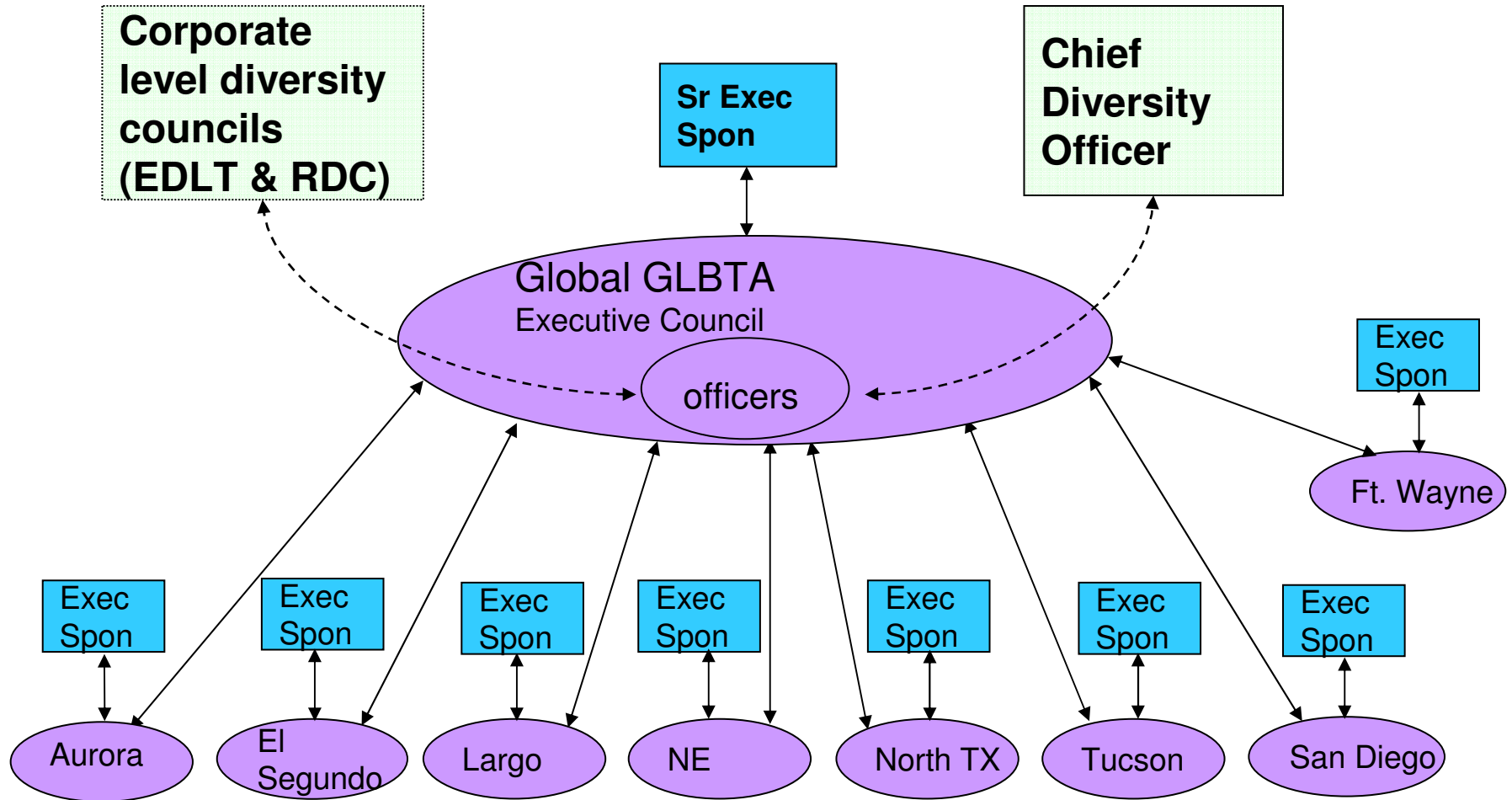
PepsiCo

- Sponsor: Joan Pertak – Vice President and Chief Information Officer PepsiCo North America Beverages and Quaker Foods & Snacks
- Leader: Trung Tieu – Project Coordinator / Data Analyst

Ernst & Young

- Sponsor: Kevin Janes – Partner, Advisory Services
- Leader: Casey Horton – Senior Manager, Fraud Investigation & Dispute Services

Raytheon Global GLBTA Structure



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Raytheon Corporate-level Diversity Activities

■ Major Activities

- Over 2000 employees participated in regional diversity summits
- Developed diversity competencies for all managers/employees
- Rolled out training on Respect
- Rolled out mandatory diversity training
- Built Diversity training into every leadership training program
- Regular lunch & learns held across the company
- Pride month celebrations kicked off by CEO

■ Quarterly GLBTA Issues Telecons

- Bi-directional communication between corporate leadership team and Employee Resource Groups

■ Diversity Dialogs / Lunch & Learns

- Guest speakers and subject matter experts share their experiences and perspectives on how diversity impacts our work and daily lives

EQUAL@PepsiCo Structure

EQUAL@PepsiCo
-National Council: made up of listed all below
-National PEC Sponsor: Hugh Johnston

EQUAL@Frito Lay (Plano)
-Chapter Chairs: Suzanne Butler and John Stefanos
-Exec Sponsors: Leslie Starr Keating, Michele Thatcher, Martha Roos, Al Gordon and Scott McDaniel

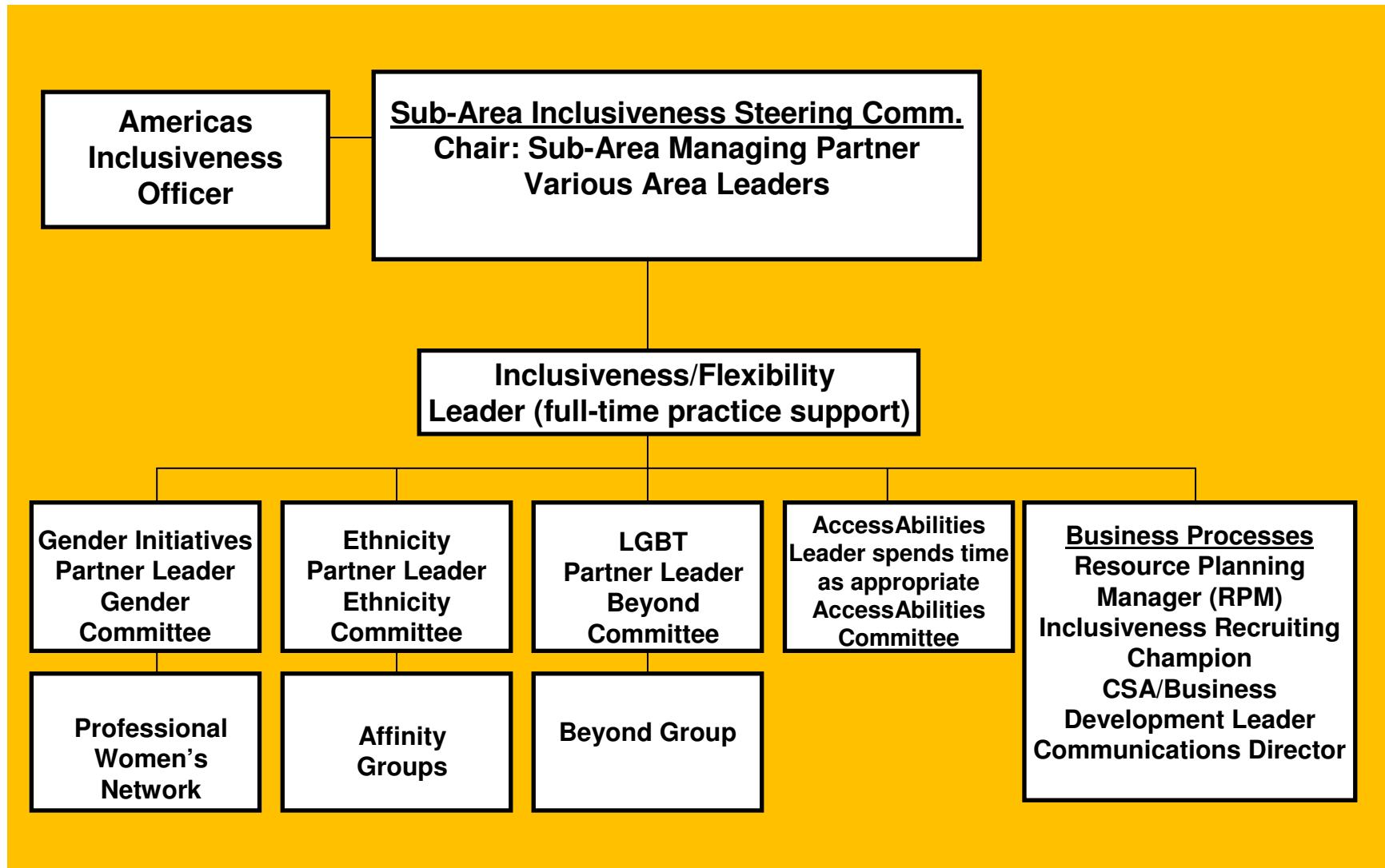
EQUAL@Pepsi (Westchester)
-Chapter Chairs: Joe Hom
-Exec Sponsors: Jim Kozlowski and Mitch Adamek

EQUAL@Quaker (Chicago)
-Chapter Chairs: Mike Andrews and Trung Tieu
-Exec Sponsor: Jim Lynch, Joan Pertak and Melinda Brown

EQUAL@Tropicana (Bradenton)
-Chapter Chairs: Michael Lusk and Cindy Kalligher
-Exec Sponsors: Dayton Amey



Ernst & Young Sub-Area Inclusiveness Structure



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**How and/or why did you become an executive sponsor to the LGBT Employee Network at your company?
(e.g. were you assigned or did you volunteer, etc.)**



■Ernst & Young Executive Sponsor

- After “coming out” to area leadership, was offered the opportunity
- Desire to mentor LGBT employees as they progress through their career

■Raytheon Executive Sponsor

- Serves on Executive Diversity Leadership Team at Raytheon, volunteered to sponsor Raytheon Global GLBT Efforts
- Brother is gay

■PepsiCo Executive Sponsor

- PepsiCo Executive Members are required to sponsor one of our Employee Resource Groups
- Requested to join EQUAL@Chicago and remain with ERG through new role and location

What do you do as an Executive Sponsor?

- Ernst & Young Executive Sponsor
 - Provide guidance to Beyond leaders in determining the goals and strategic direction of the ERG
 - Validate that the goals of Beyond are aligned with the goals of EY
 - See the Executive Sponsor role as similar to the Board of Directors, while the leaders are the Senior Management
- Raytheon Executive Sponsor
 - Listen to what works/doesn't work for our ERGs (thermometers of company)
 - Role model & champion
 - Help ERGs share best practices across the company
 - Serve as advocate to upper management
- PepsiCo Executive Sponsor
 - Provides resources
 - Visible Participation in EQUAL events
 - Financial
 - Fine tuning strategy

What are one or two critical elements to your successful working relationship and/or your role?

- Ernst & Young Sponsor
 - Leveraging relationships with senior leaders of the firm
 - Navigating through the firm to get the appropriate resources or get to the right people when necessary.
- Ernst & Young Leader
 - Providing guidance when necessary
 - Availability and trust
- Raytheon Sponsor
 - Encouragement, sincerity, willingness to learn and ask questions
 - Commitment, commitment, commitment!
- Raytheon Leader
 - Openness and trust,
 - Not being afraid to ask for support
 - Establishing a mentoring type of relationship
- PepsiCo Sponsor
 - PepsiCo expectations as guidelines
 - Leaders are motivated and own the objectives
 - Leaders are respectful of relationship
- PepsiCo Leader
 - Know what you need from your sponsors
 - It's all about the business and business case.

What were the stumbling blocks in developing your relationship with your sponsor(s)?

■Ernst & Young Network Leader

- Kevin was new to Beyond and freshly “out” at work, so I helped him navigate the ERG, and various responsibilities
- Since we didn’t know each other prior, we had to form a personal relationship, and gain an understanding of each others needs

■Raytheon Network Leader

- The senior level of an Executive Sponsor can be intimidating at first
- The challenge to get face time within the Sponsor’s busy schedule

■PepsiCo Network Leader

- Continuing to make time for ERG
- Getting to know me in this new role

What is the most useful strategy in leveraging your sponsors?

■ Ernst & Young Leader

- Understanding what the Sponsor wants their role to be, and what they want to focus on
- Working together to define success

■ Raytheon Leader

- Begin active relationship from the start
- Encourage relationship of Sponsor with individual members

■ PepsiCo Leader

- Use them as a highly visible champion
- Let them navigate the headwinds that may not be visible to you

In your experience, what are the unique challenges to sponsoring an LGBT Network vs. other Employee Networks?

■Ernst & Young Executive Sponsor

- Attracting LGBT individuals (especially women)
- Balancing the needs of client-serving and non-client serving individuals within Beyond

■Raytheon Executive Sponsor

- Need to dispel built-in biases
- Address “emotional baggage”
- Invisibility

■PepsiCo Executive Sponsor

- LGBT is simply still a sensitive issue

What is the most rewarding thing about your relationship?

■Ernst & Young Executive Sponsor and Leader

- Our relationship has given both of us the opportunity to be more comfortable with ourselves, and view each other as a personal resource
- The Executive Sponsors and Leaders of the network have a great deal of access to leadership and resources of the firm when necessary.

■Raytheon Executive Sponsor

- Serves as Executive Champion for Diversity
- Meeting ERG members from across the country and translating what I learn into what we need to do differently in the company
- Creating positive change within the company (i.e., policy, culture, ...)

■Raytheon Network Leader

- The mentoring aspect has given me much greater insight into the organization
- Seeing the passion that so many of our leaders have for inclusion

■PepsiCo Executive Sponsor

- Working with truly wonderful, passionate and compassionate people

■PepsiCo Network Leader

- The change to understand the nuances and skills that truly make good leaders great

Thank you



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