



Leadership Development for Allies and Advocates
Out & Equal 2016

MEET OUR TEAM



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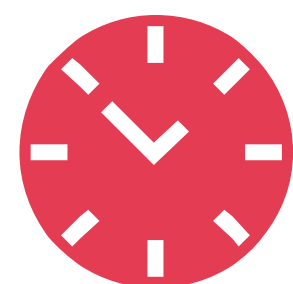
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Getting to Know You



ICE-BREAKER



Participants Required: 2
Time Allotted: 3 minutes for each round



Participant 1: Manager
Participant 2: New Employee



Scenario: The manager for a workgroup has planned an offsite to get to know each of their employees better. Each employee has been invited to bring their husband/wife or boyfriend/girlfriend to the event.



Manager Role: Get to know your newest employee. Assume they are straight. Sample questions have been provided to help guide the conversation.



Employee Role: You are LGBT and in a relationship, but have shown up to the offsite alone. Answer your manager's questions without revealing you are LGBT.

Assumptions



Our scope:

Strategic intent of an ally program
Key elements for an ally program
Some foundation for measuring success



Not in scope:

Creating a BRG/ERG
Creating an ally program for you



Assumptions:

Your organization has a pulse on its culture and D&I
Your organization / ERG / BRG has determined the need to engage allies via an ally program

OUR AGENDA



*PepsiCo is one of the world's leading food and beverage companies.
Our broad range of delicious products offers consumers convenient, nutritious and affordable options in nearly every country around the world.*



**Global
Beverages**

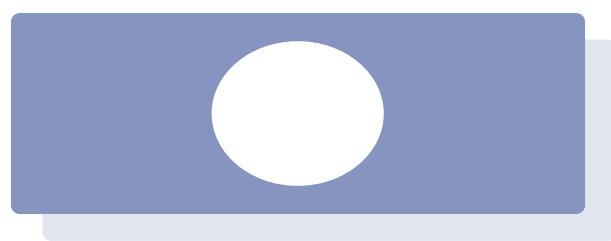


**Global
Snacks**



**Global
Nutrition**

Performance



More than
\$63 billion
revenue

Brands



22
billion-dollar
brands

Scale



>200
countries
& territories

People



Approximately
263,000
employees

PepsiCo Mega Brands

8

22 BILLION-DOLLAR BRANDS



More Than 40 \$250 Million–\$1 Billion Brands



Performance with Purpose

Performance with Purpose is our vision to deliver top-tier financial performance over the long term by integrating sustainability into our business strategy, leaving a positive imprint on society and the environment



**Human
Sustainability**



**Environmental
Sustainability**

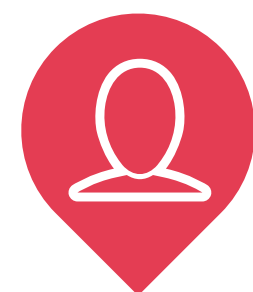


Performance



**Talent
Sustainability**





PepsiCo's LGBT and Ally
Employee Resource Group



Ally Programming
and Training



One of 11 ERG's
at PepsiCo

• E • Q • U • A • L •

@ PEPSICO



Community Service
& Networking



Pride Month
Celebrations



Membership
Meetings

• E • Q • U • A • L •

Employee Resource Group

EQUAL is committed to promoting an open, inclusive, and respectful work environment for all lesbian, gay, bisexual, transgender and ally associates.

ENGAGE

(Retain & Develop)

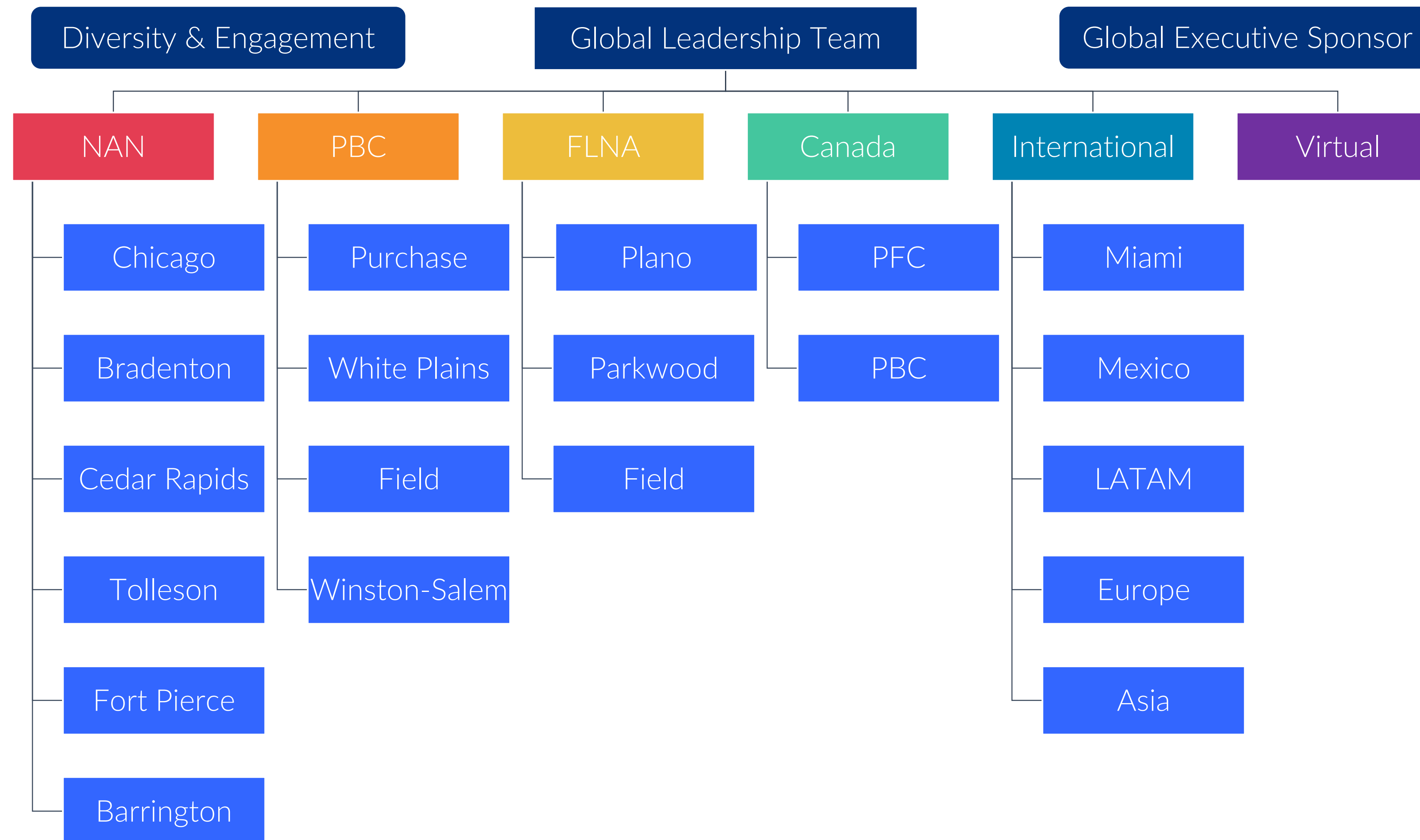
Engage actively and consistently with LGBTA associates.

ACTIVATE

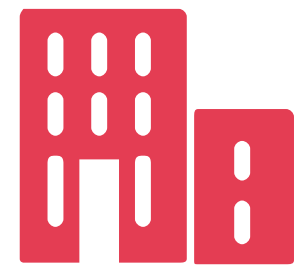
(Attract & Impact)

Advance PepsiCo's reputation as a leading business partner for the LGBTA community.

PepsiCo EQUAL Structure



Ally @PepsiCo Timeline



JUNE 2014
PLEDGE WEEK
Chicago +500 Allies



JUNE 2015
PLEDGE WEEK
Canada and FLNA
+4,000 Allies



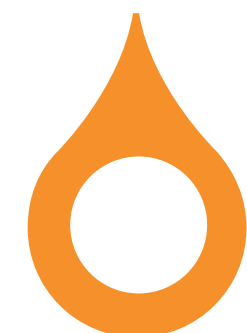
OCT 2015:
GLOBAL ALLY DAY
5,000+ Reach



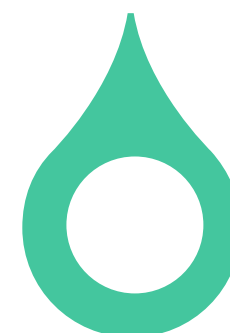
JUNE 2016:
GLOBAL ALLY DAY
10,000+ Reach



NOV 2014:
O&E SUMMIT
Case Study
80 Participants



FEB 2015:
O&E Virtual Series
125 Participants



OCT 2015:
O&E SUMMIT
Case Study
120 Participants

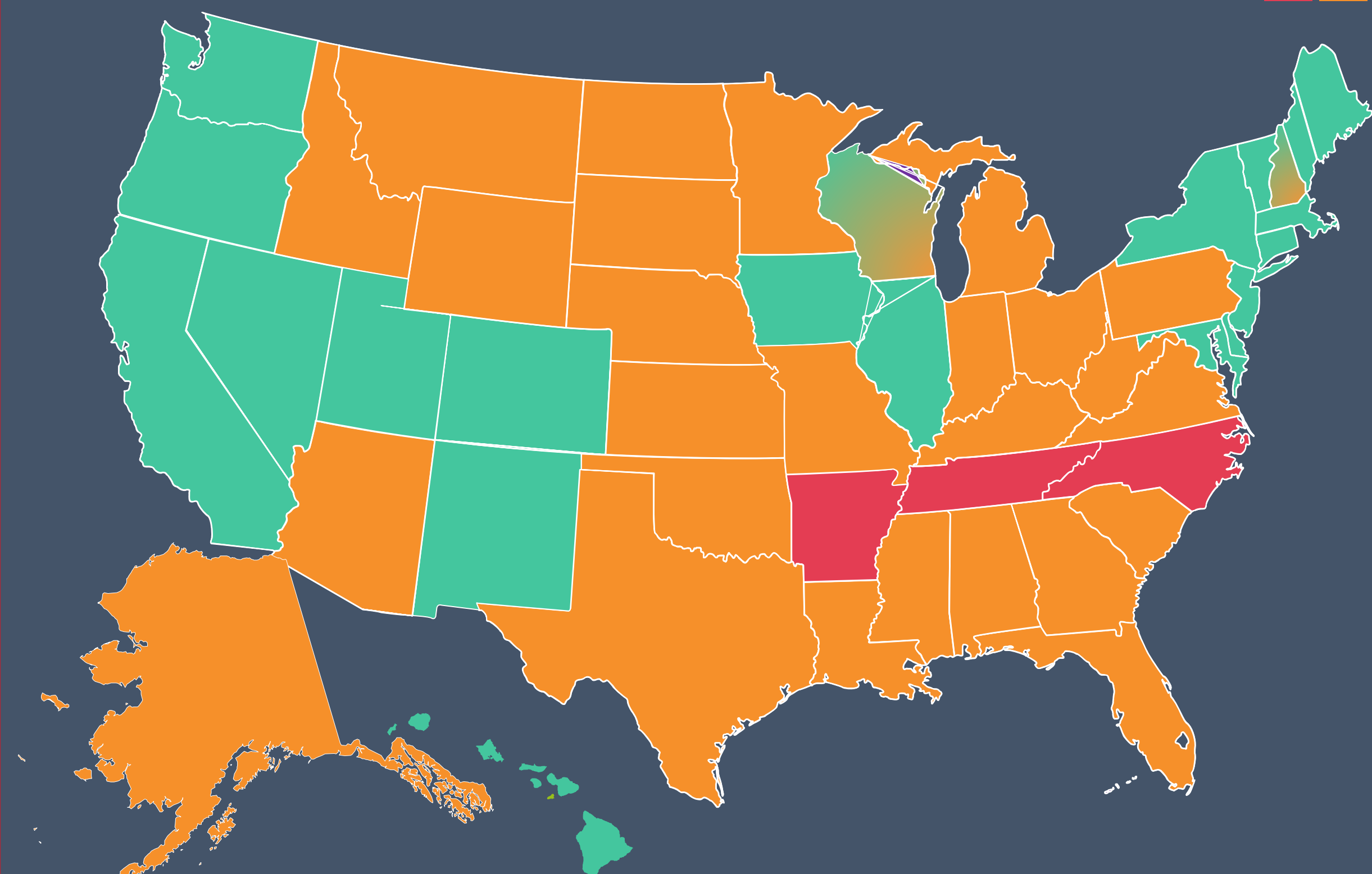


AUG 2016:
MIDWEST ALLY PANEL
120 Participants



LGBT Workplace Equality

14



20 States +DC

Employment non-discrimination covers LGBT employees

3 States

Ban local non-discrimination policies

28 States

No state LGB workplace protections

30 States

No state gender identity workplace protections

10%

LGBT employees have left a job because the environment was unwelcoming

53%

of LGBT workers hide their sexual orientation or gender identity in the workplace

31%

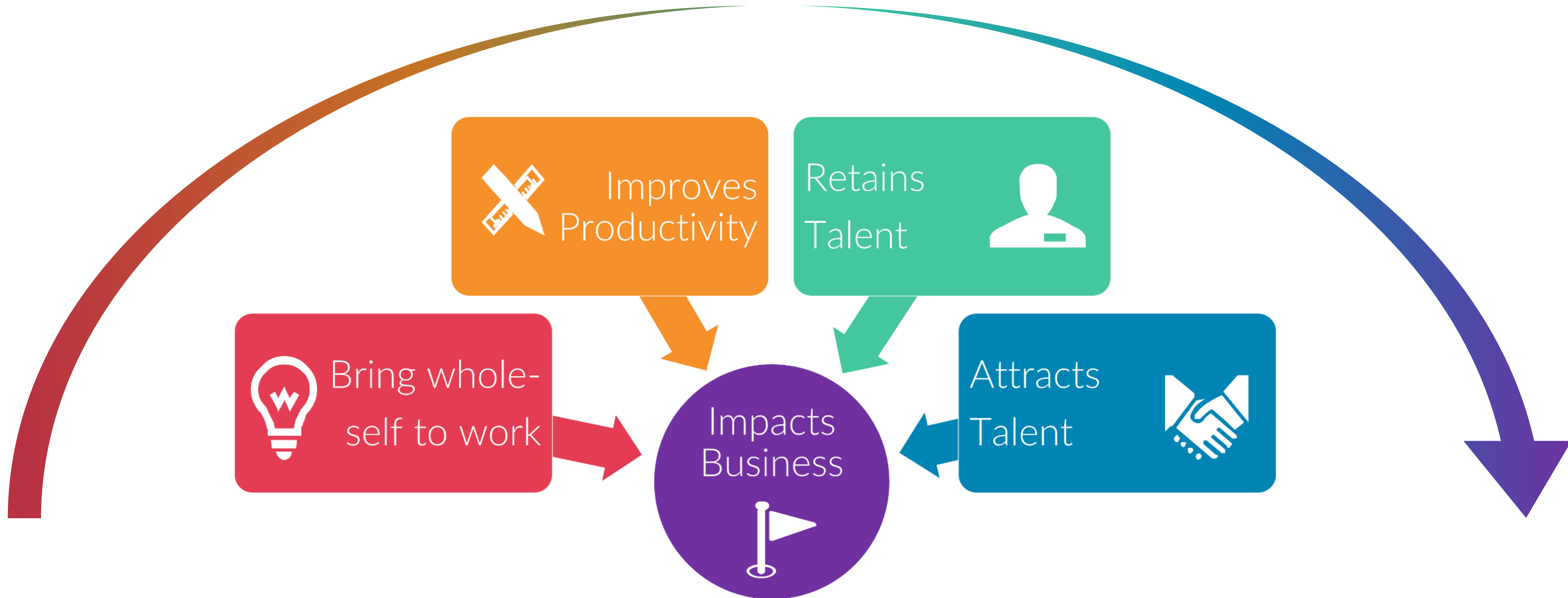
of closeted employees fear losing connection with their co-workers



Talented employees leave workplaces where they don't feel welcome

- ~2/3 have heard lesbian or gay jokes
- 43% have heard bisexual jokes
- 40% have heard transgender jokes

Aim for Impact



Key Pillars for Ally Success

Identify



Identify and attract allies within your organization

Engage



Offer educational opportunities and set **expectations** for new allies

Activate



Tie the program to **key business results** and a commitment to diversity and inclusion

Identify

Who are your Allies?

Key: Visibility

- Mission Statement
- Ally Pledge
- Ally Materials
 - Cards, stickers, badge buddies
- Marketing Posters

New Ally

- Wants to learn more about LGBT issues
- Wants to support LGBT co-workers but unsure how to do so.



Everyday Ally

- Comfortable with LGBT issues but wants to learn more
- Looks for more effective ways to support LGBT colleagues



Super Ally

- Powerful advocate for changes
- Active member of LGBT organizations.
- Looks for new ways to advance LGBT workplace equality

Visible allies create an inclusive culture and advance the acceptance of LGBT colleagues

Engage

What should Allies **know**?



Key: Education

Educate:

- Ally 101
- LGBT Vocabulary
- Trans Ally 101

Set Expectations:

- Attend trainings
- Display ally materials
- Confront Anti-LGBT remarks

Provide training to new and existing allies to encourage engagement and foster excitement about workplace equality!



Activate

How will the program **impact** the business?



- Commitment to diversity
- Tie back to business results



ERG Leadership

- Encourage allies to take leadership roles in BRG/ERG

Product Integration

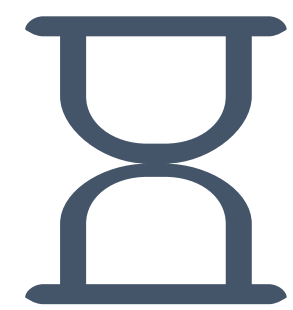
- Utilize allies and LGBT team members to target and activate LGBT consumers

Org Health

- Utilize allies to improve LGBT org health scores

What is success?

Measurement Tools



Short Term

Pledge count, visibility, sr. leadership involvement, event execution



Quantitative

LGBT recruitment and retention



Long Term

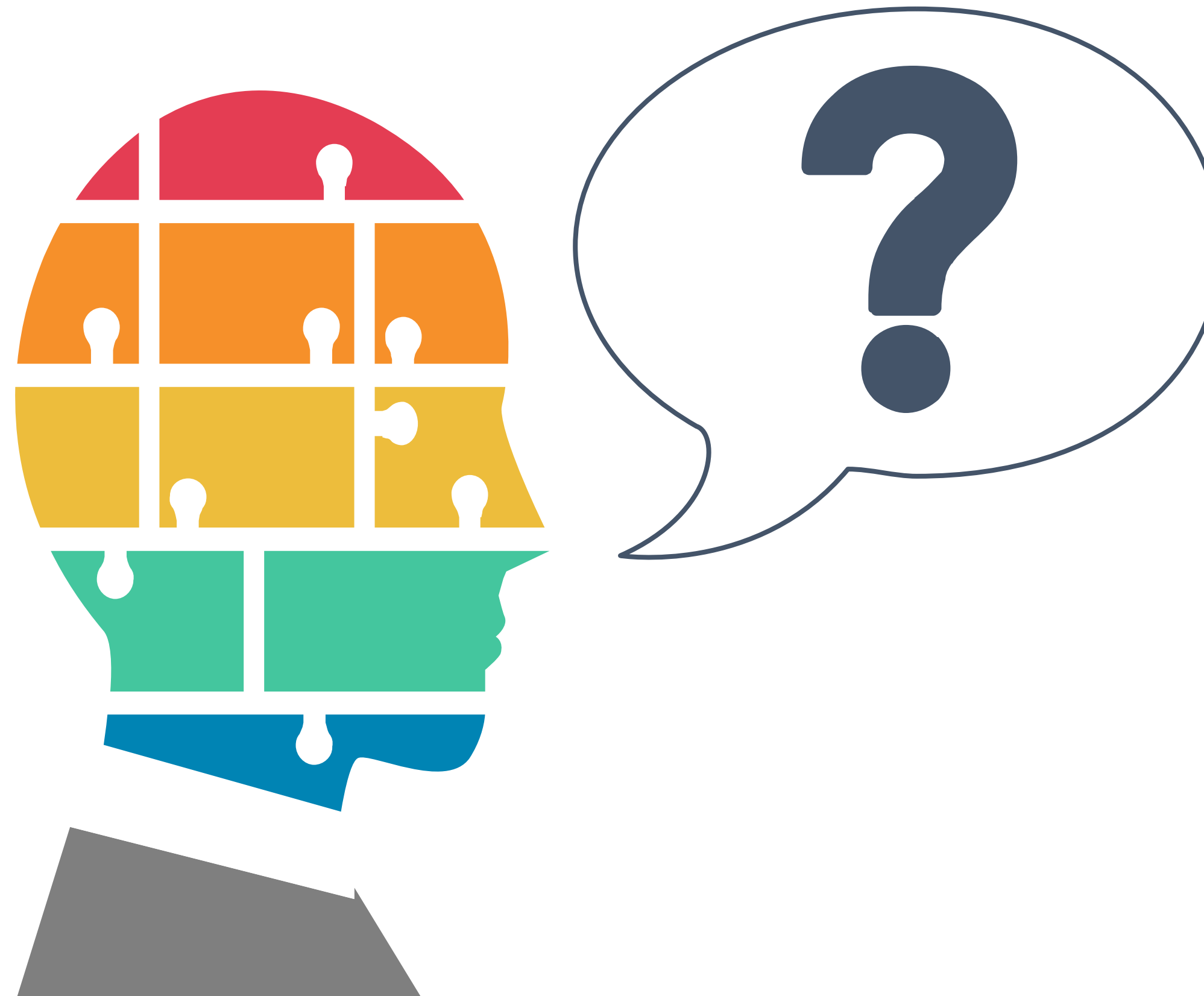
Org Health Survey, HRC rating, ERG participation, Ally Leadership



Qualitative

Stories from your employees about how the ally program has helped

Q&A





COFFEE BREAK

OUR AGENDA



Engaging Partners

Diversity &
Inclusion/ HR

Communications

ERG's

Leverage existing resources

- Expertise
- Provide key watch outs
- Align to corporate strategy
- Integration with corporate calendar

Cross-functional Alignment

- Streamlines communication

Engaging Diversity & Inclusion / HR



Corporate Strategy

- Ensure content is aligned with corporate strategy on workplace equality



Ally program content

- Leverage existing knowledge and experience
- Provide key watch outs for content
- Ensure content is appropriate for the organization
- Consider cultural differences



Employee safety:

- Guidance for areas of the world that are not accepting of LGBT individuals
- Considerations for negative feedback



Intracompany exposure:

- Ability to work with different sectors and divisions
- Providing contacts within different region



Engaging Communications Team

Communication Strategy

- Ensure content is aligned with corporate communications strategy

Ally Content

- Consistent messaging
- Ensure content is appropriate for the organization
- Consider cultural differences

Communication Materials

- Enlist support from high ranking and respected leaders
 - Video
 - Animation
 - Graphic

Communication Channels

- Intranet site
- Newsletter
- Capability to monitor response

Key Watchouts



Language Translations



Approvals



Funding



Time

Engaging Leaders & ERGs/BRGs

Engaging Leaders

- Include in agenda at town halls, quarterly reviews, etc.
- Provide content and information for team meetings
- Use the business case for Ally to encourage engagement
- Promote leadership strategy to encourage other leaders to participate

Engaging other ERGs/BRGs

- Partner with ERG/BRG leaders to encourage participation
- Share strategies and key learnings
- Most likely your ERG/BRG members belong to another ERG/BRG



Team: Structure for Sustainability

Ally Leadership Team

Regional Leadership Team

Global D&I

Local Site Leads

Local
Communications

Local HR/D&I

Create a Toolkit

3 Focus Areas

Company Intranet



Refresh and Update
Intranet Site

Digital Toolkit

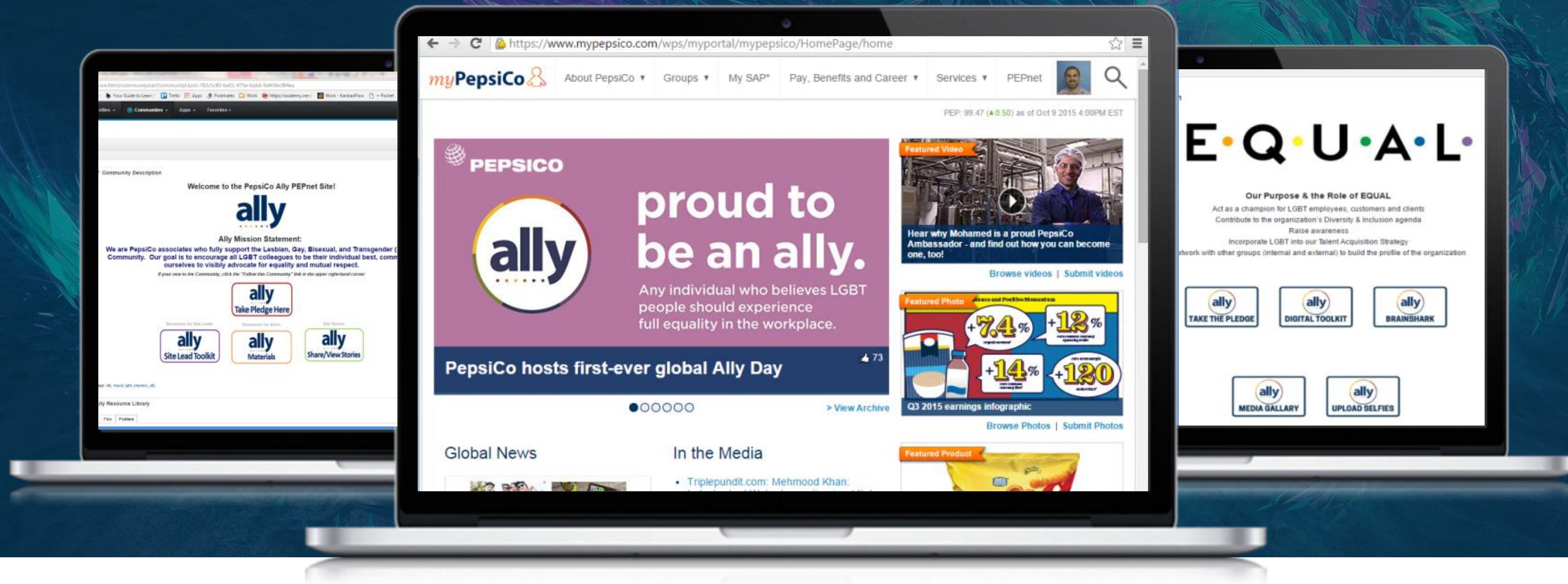


Design and Develop
Digital toolkit to
support Ally event

Physical Toolkit



Create and Distribute
Physical kits Nationally



Intranet

Leverage Company Website

News Feed/ Corporate Newsletter



Resource

Take the Pledge
Digital Toolkit



Media

Educational Videos
Media Gallery
Selfie Gallery



Digital Toolkit

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KEY HIGHLIGHTS

- Assets could be easily printed at offices/plants
- Creative had a consistent look & feel
- Pride messaging through rainbow/purple treatment

DIGITAL TOOLKIT CONTENTS

- EQUALity Champion Toolkit
- Leadership Support Video
- Educational Videos
- Printable Items
 - ALLY tip cards
 - Photo Insert (purple background)
 - Backdrop signs
- Email Signature Instructions



Toolkit - Physical



Key Highlights

- Cohesive creative look to all pieces
- Smart allocation of materials based on site population
- Kits delivered 3 weeks prior to Ally day to allow sites to pre-promote

Physical Toolkit Contents

- ALLY Posters
- ALLY Postcards
- ALLY Badge inserts & reels
- Pride Stickers
- Selfie Stick
- ALLY day t-shirts
- ALLY pens



TAKE THE PLEDGE:
show your support for
LGBT Equality

JOIN IN:
make small everyday steps
to move equality forward

SPEAK OUT:
respond to anti-gay remarks
& correct misinformation
and stereotypes

Toolkit – Other Considerations

Cultural Differences

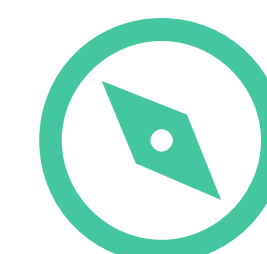
- Translation of Materials
 - Proper Translation
 - Maintain Meaning of Message
 - Respect Lead Times



Maintain Global look and feel but allow regional customization



Gain Leadership support early and often along the way



Find Solid Representatives in Major Markets/Regions



Leverage online meetings or conference calls to cascade out

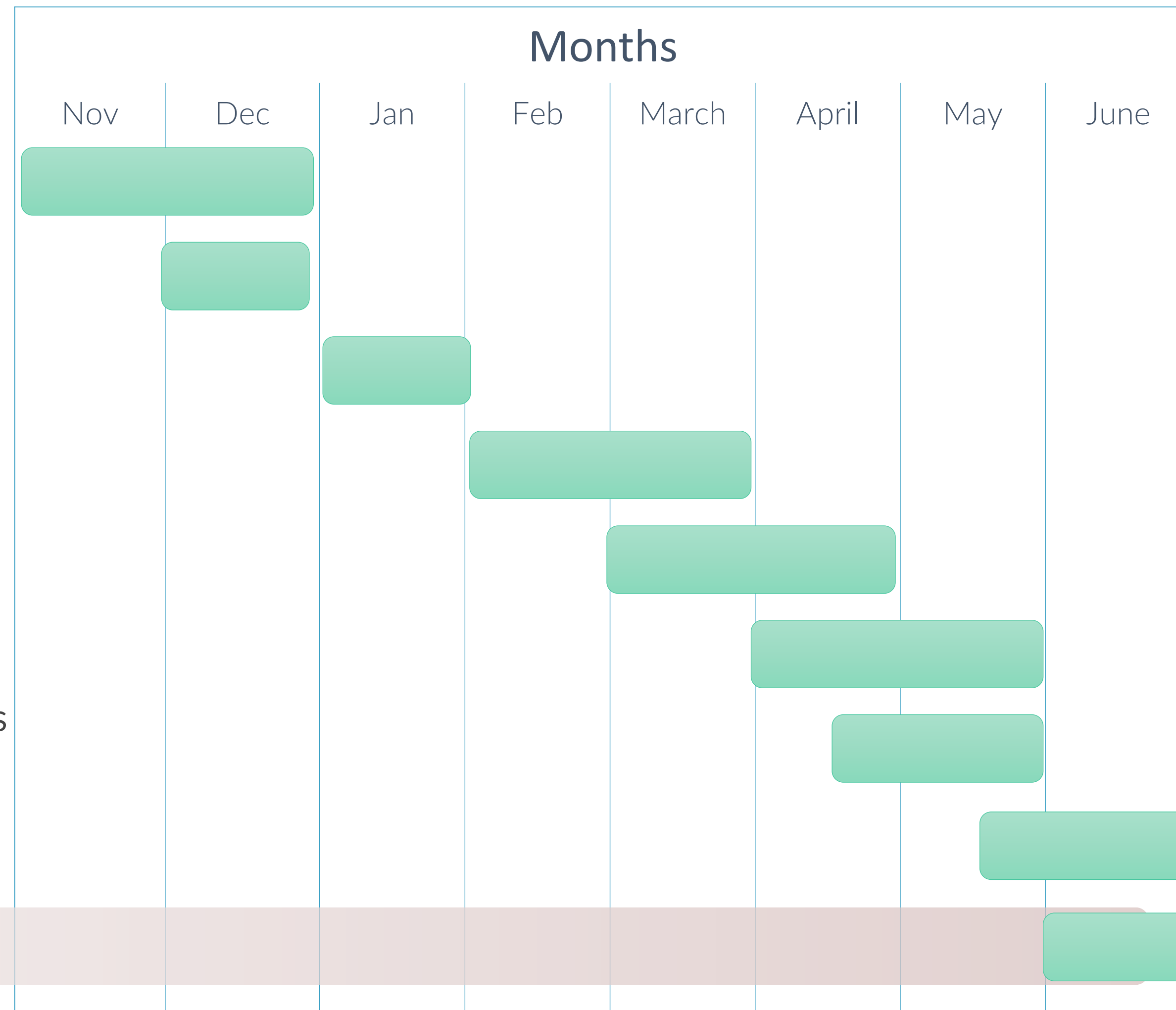


Offer something tangible for Allies to show support

Toolkit – Other Considerations

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Timeline/ Tasks



Periodic Conference Calls

- AOP Planning Process
- Leadership Team

Sub Committee Meetings

- Assigned Key Initiatives
- Work Back Schedule
- Report Out to Larger Group

Weekly Conference Calls

- Full Team Report Out
- Progress on Key Deliverables
- 8 Weeks Out: May/June

Engaging Leadership

1

Utilize Corporate Sponsor

2

Engage Middle Managers

“Paint the Walls Purple”

3

Utilize Team Meetings

Attend staff meetings and utilize personal stories if applicable to encourage event attendance



Negative Feedback



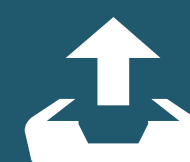
LGBT inclusion and gender identity can be highly-charged topics



Avoid discussing religion, politics, morals and sex.



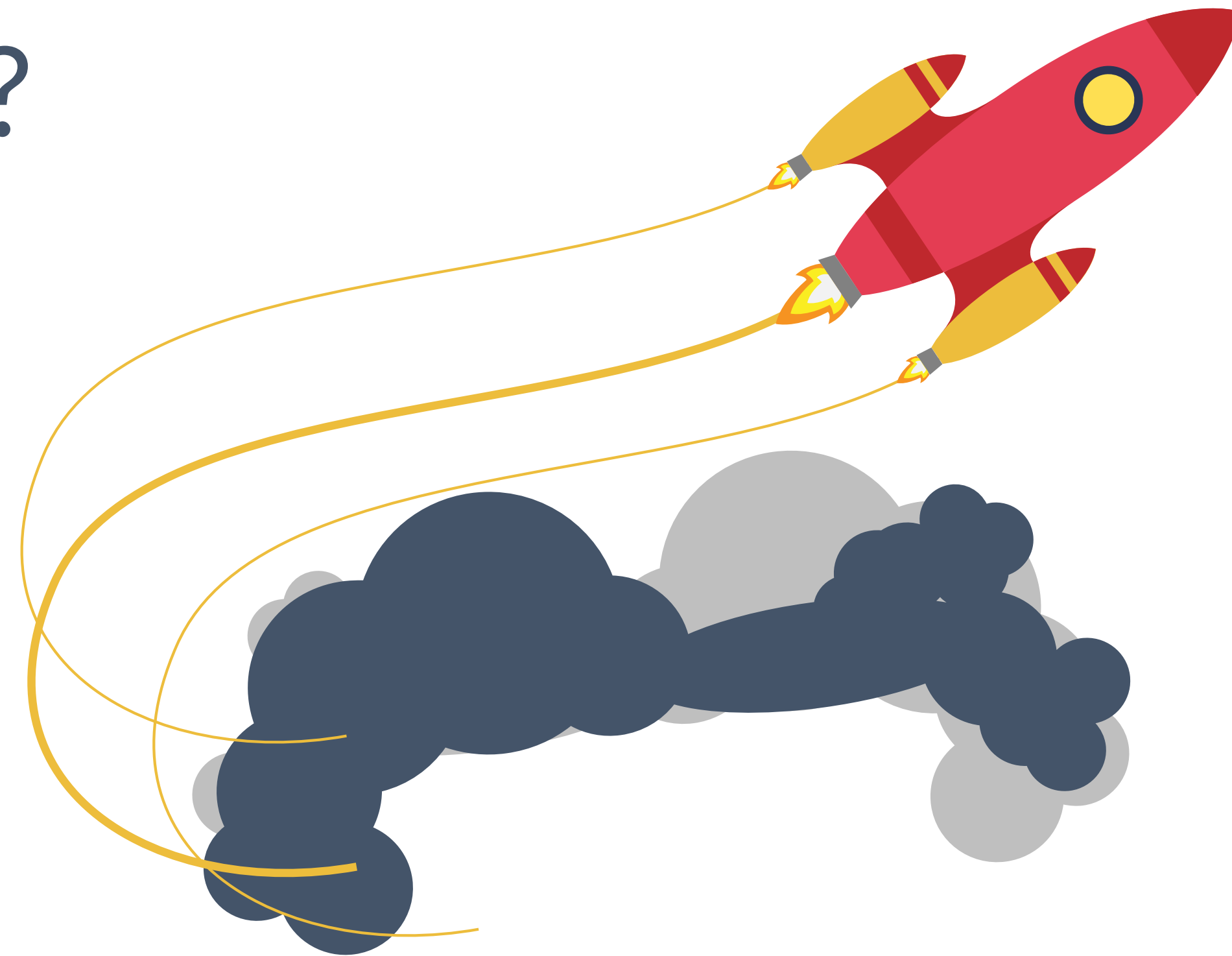
Company policy/Code of Conduct.



Provide a resource to report behaviors in violation of policy/code.



WHAT HAPPENS NEXT?



Leverage Your Allies

Education

- Importance of allies
- Communicate your company's LGBT benefits
- Distribute facts related to LGBT challenges, issues and current events, if applicable (Vocabulary, repeatedly coming out, HB2)

Engage

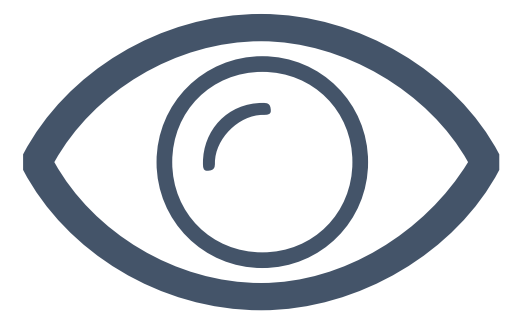
- Spotlight Ally support in ERG newsletter
- Invite Allies to LGBT events (Brown Bag lunches, Happy Hours, Membership meetings, Pride)
- Promote LGBT ERG in other ERG participation (Cross ERG engagement)

Leverage Your Allies

Be a Powerful, Visible Ally

- Don't engage in speculation about a person's sexual orientation or gender identity.
- Don't allow anti-LGBT comments or jokes in your presence to go unchallenged.
- Use "teaching moments" to clarify or correct a misperception or misrepresentation.
- Support company policies and programs that promote LGBT equality.
- BE VISIBLE! Display your Ally card and wear your Badge Buddy.

Leverage Your Allies



Be Visible

Display your Ally card
Wear your badge buddy
Wear your badge clip



Be Vigilant

Speak out against inappropriate jokes, comments, language
Stay aware of current issues impacting LGBT coworkers, family, and friends
Stay current with PepsiCo's Global Code of Conduct



Be Versed

Attend Ally and EQUAL training sessions
Stay educated on appropriate terms
Know PepsiCo's LGBT Benefits



Engagement Planning

Align



- ☐ Determine 2 short term and 2 long-term goals of your ally program

Attract



- ☐ Define who will be an Ally at your organization
- ☐ What elements will you use to attract and visibly identify allies

Engage



- ☐ List 3 expectations of allies at your organization
- ☐ List 3 possible trainings for allies at your organization

Measure



- ☐ Determine 4 ways you will measure the success of your ally program

Q&A



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GET IT IN TOUCH