



Shifting Leader Behavior:

From the Board Room to the Plant Floor



Laura Corkery
Supply Chain Sr. Strategy
Manager, FLNA



Lisa Amoroso
Sr. Director of Diversity &
Inclusion, FLNA

- PepsiCo / EQUAL Overview
- Course Development
- Course Overview
- Exercises
- Q&A





OVER
\$63
Billion in
REVENUE

OVER
22
BILLION-DOLLAR
BRANDS

OVER
200
COUNTRIES &
TERRITORIES

OVER
250k
EMPLOYEES

22 Billion-Dollar Brands



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





Performance with Purpose

The Promise of PepsiCo



 **Human Sustainability**



 **Environmental Sustainability**



 **Talent Sustainability**

Employee Resource Groups at PepsiCo

PepsiCo's Employee Resource Groups (ERGs) are committed strategic business partners for PepsiCo driving an inclusive culture, while fostering innovation and growth



African American



Native American



LGBT+ and Ally



Women of Color



Different Abilities



Support Professionals



Veterans



Asian Americans



Latino/Hispanic

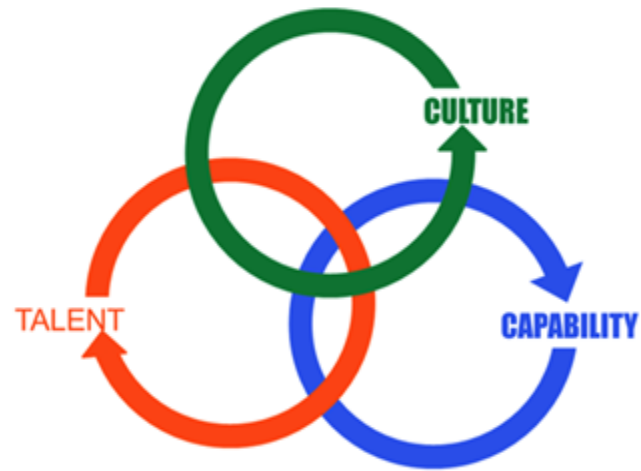
• E • Q • U • A • L •

Educate employees
by creating awareness
and understanding of
LGBT+ issues

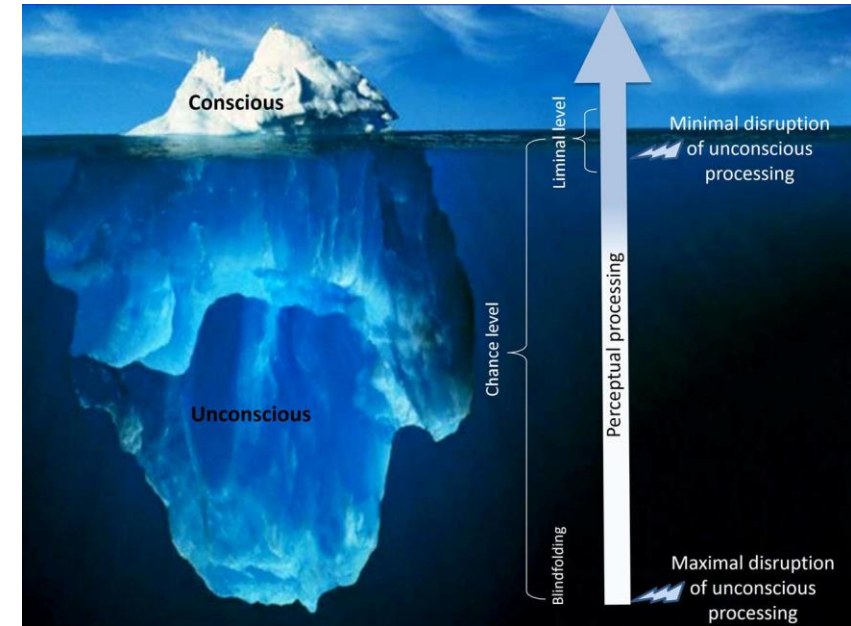
Celebrate our
LGBT+ employees and
engage allies to create
a more inclusive
workplace

Create an internal
community for
employees and engage
in external community
partnerships where
appropriate

Larger Cultural Journey



INCLUSION





Problem to Solve

Work Place

- Managers not prepared for increase in LGBT+ Employees coming out
- Exclusive behavior may not be addressed with LGBT+ issues

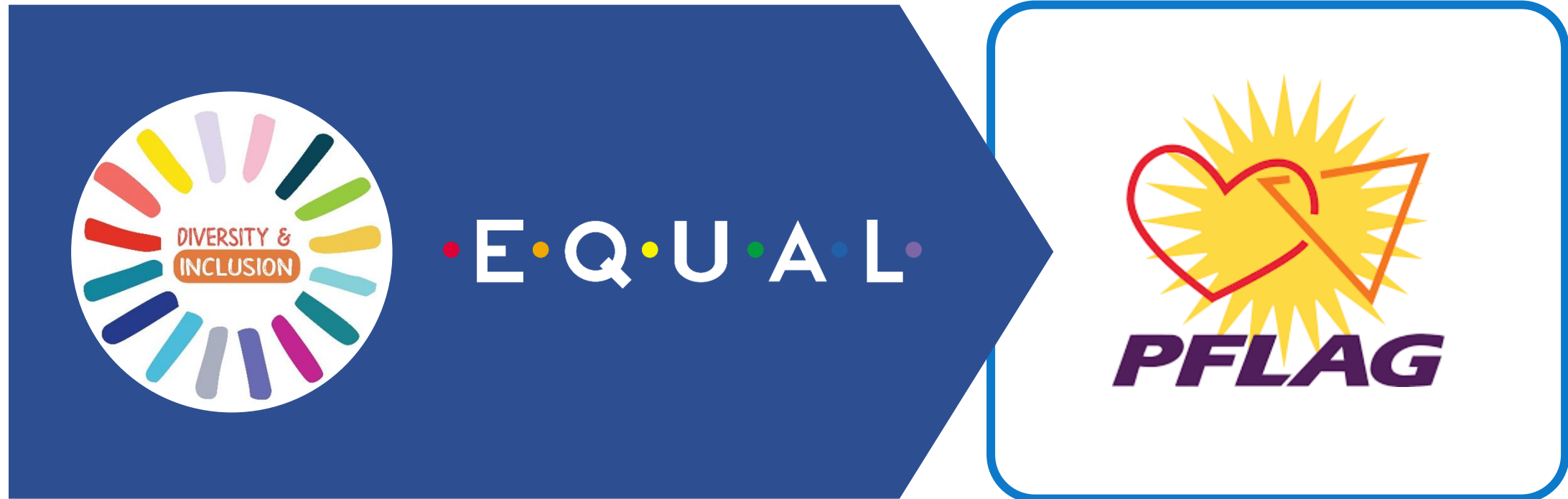
ERG

- Preaching to the choir
- Connect training to those who need it

Engaging the Right Partners

Internal

External



Bringing the Solution to Life





Overcoming Resistance

Course Layout

Data

Terminology

External Landscape

Internal Landscape

Experiences/Interaction

Polls

Audience Input

Immersive Activities

Application



FOUNDATION



Practice

Time for a Poll!

- Grab your phone
- Go to www.menti.com

Have you heard jokes or comments at work about a person's sexual orientation, gender identity or expression?



What would you do?



Scenario 1

What would you do?

A manager approaches you and explains that a peer recently came out as a lesbian.

While they've worked together for some time, the manager never knew this fact, and now that he does, he feels uncomfortable with the employee and doesn't feel like he can work with her.

He cites his religious beliefs as the source of this conflict.



Scenario 2

What would you do?

One of your managers asks to talk to you and explains that she is nearly certain that one of her direct reports is gay and she wants to let him know she's supportive – but he has not come out to her or anyone on the team.

She is trying to do the right thing, but is asking how she can actually ask the employee if he's gay so that she can let him know he's an ally.



Where is the line?





What to say/ What not to say?

What NOT to Say	What to Say
<ul style="list-style-type: none"> I never would have guessed you were LGBT. 	<ul style="list-style-type: none"> Thank you for sharing that with me. How can I support you?
<ul style="list-style-type: none"> When did you find out you were LGBT? Did you always know? 	<ul style="list-style-type: none"> How long have you been out? <i>Note: People may not be open to sharing this with you. A way to think about this is to ask yourself when you found out you were straight.</i>
<ul style="list-style-type: none"> Is one of you the man and one the woman? OR Who wears the pants in your relationship? 	<ul style="list-style-type: none"> <i>Don't ask this. It is a same sex relationship and asking this assumes stereotypical gender rules that don't apply to many relationships, LGBT or straight.</i>
<ul style="list-style-type: none"> What does your husband/wife do? 	<ul style="list-style-type: none"> What does your significant other do?
<ul style="list-style-type: none"> To a Bisexual person: I thought you were bi, but you're in a same sex relationship now, so are you gay? 	<ul style="list-style-type: none"> <i>Bisexual people are attracted to both sexes and the gender of who they date may change at any time.</i>
<ul style="list-style-type: none"> To a Transgender person: What was your name before? Can I see a picture of you before your transition? 	<ul style="list-style-type: none"> <i>Don't ask this. This is somewhat similar to asking someone that used to have a weight problem to see a picture from their past. You should value them for who they are today.</i>
<ul style="list-style-type: none"> That's your business. We don't need to talk about it here. 	<ul style="list-style-type: none"> <i>Be open. Many people talk about their relationships and family at work and that applies to all of our employees.</i>
<ul style="list-style-type: none"> I have a friend who is LGBT that you should meet. 	<ul style="list-style-type: none"> <i>Nobody likes to be set up and being LGBT does not mean two people will be a good fit.</i>

Content Learnings

- Critical to establish respect for everyone's beliefs
- Clarify the focus on behaviors
- Balance open interaction and anonymous engagement
- Be prepared for how much people don't know
- Don't make assumptions





Preparing Your Facilitators

Tips

- Doesn't need to cost a fortune
- Bring your key stakeholders along
- Start with the people who need to provide the support
- Meet the audience where they are
- Be provocative
- Share the real examples
- Be honest
- Be prepared for emotional reactions



Questions?

