

ally



OUT & EQUAL
2018 WORKPLACE SUMMIT

MEET OUR TEAM



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Assumptions



Our scope:

Strategic intent of an Ally program
Key elements for an Ally program
A 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 diversity
Your organization / ERG / BRG has determined the need to engage Allies via an Ally program

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

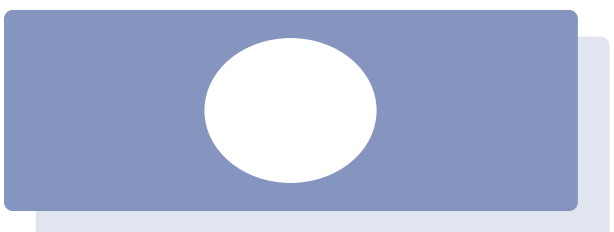


Global Snacks



Global Nutrition

Performance




More than **\$63 billion** revenue

Brands



22 billion-dollar brands

Scale



>200 countries & territories

People



Over **250,000** employees

PepsiCo Mega Brands

22 BILLION-DOLLAR BRANDS

pepsi. Lays Tropicana QUAKER G

Tostitos diet MTN DEW Doritos diet pepsi.

Brisk Cheetos Starbucks AQUAFINA

READY-TO-DRINK BEVERAGES

MTN DEW WALKERS pepsi MAX SIERRA MIST.

7UP Ruffles Lipton mirinda Fritos

be more tea

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

Naked. Toddy's Aunt Jemima Toddy LEBEDYANSKY

Sun Chips Фруктовый Cad Sabritas Gamesa Sandora

RICE RONI Dole MUG ROOT BEER Ocean Spray SOBE

ROLD GOLD SMITH'S pepsi. wild cherry Sabra

• E • Q • U • A • L •

Employee Resource Group

EQUAL is committed to promoting an open, inclusive, and respectful work environment for all of the company's Lesbian, Gay, Bisexual, Transgender and Ally associates.

ENGAGE

(Retain & Develop)

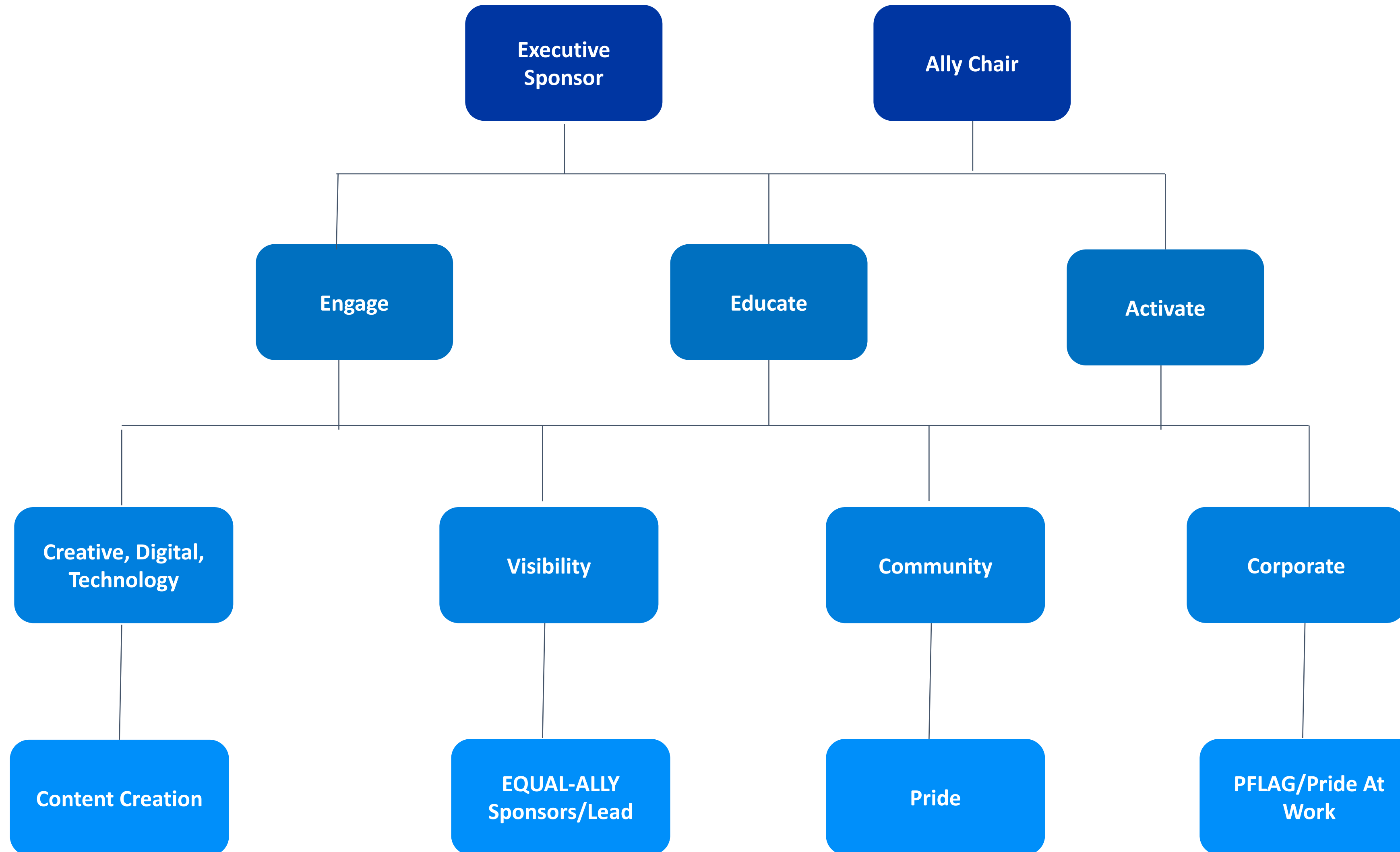
Engage actively and consistently with LGBT+ associates.

ACTIVATE

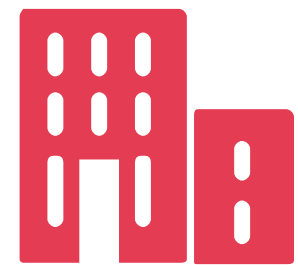
(Attract & Impact)

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

Ally Board Structure



Ally @PepsiCo Timeline



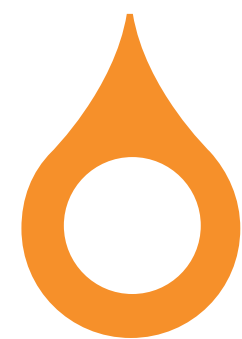
FALL 2014 Launch
Chicago +500 Allies
Dallas +250 Allies



OCT 2015:
GLOBAL Ally DAY
5,000+ Reach



JUNE 2017:
GLOBAL Ally DAY
10,000+ Reach



JUNE 2015
PLEDGE WEEK
Canada and Frito-Lay
US
+4,000 Allies



JUNE 2016:
GLOBAL Ally DAY
10,000+ Reach



JUNE 2018:
GLOBAL Ally DAY
10,000+ Reach
24 Countries Activated



2018 Global Activation



Countries:

- Canada
- USA
- Australia
- United Kingdom (new)
- New Zealand
- Poland
- Spain
- Columbia
- Venezuela
- Peru
- Guatemala
- Argentina
- Switzerland
- Thailand
- South Africa
- Dominican
- Brazil
- Mexico
- Panama
- Honduras (new)
- Russia (new)
- Paraguay (new)
- Puerto Rico
- Italy

2018 North America Activation



Provinces:

- Newfoundland
- Prince Edward Island
- Nova Scotia
- New Brunswick
- Quebec
- Ontario
- Alberta
- British Columbia
- Manitoba
- Saskatchewan

States:

- Alaska
- Alabama
- Arizona
- California
- Colorado
- Connecticut
- Colorado
- Florida
- Georgia
- Idaho
- Illinois
- Indiana
- Kansas
- Kentucky
- Louisiana
- Massachusetts
- Maryland
- Maine
- Michigan
- Missouri
- Mississippi
- North Carolina
- New Jersey
- New Mexico
- New York
- Ohio
- Oklahoma
- Oregon
- Pennsylvania
- Rhode Island
- South Carolina
- Tennessee
- Texas
- Washington
- Wisconsin

Key Pillars for Ally Success

Identify



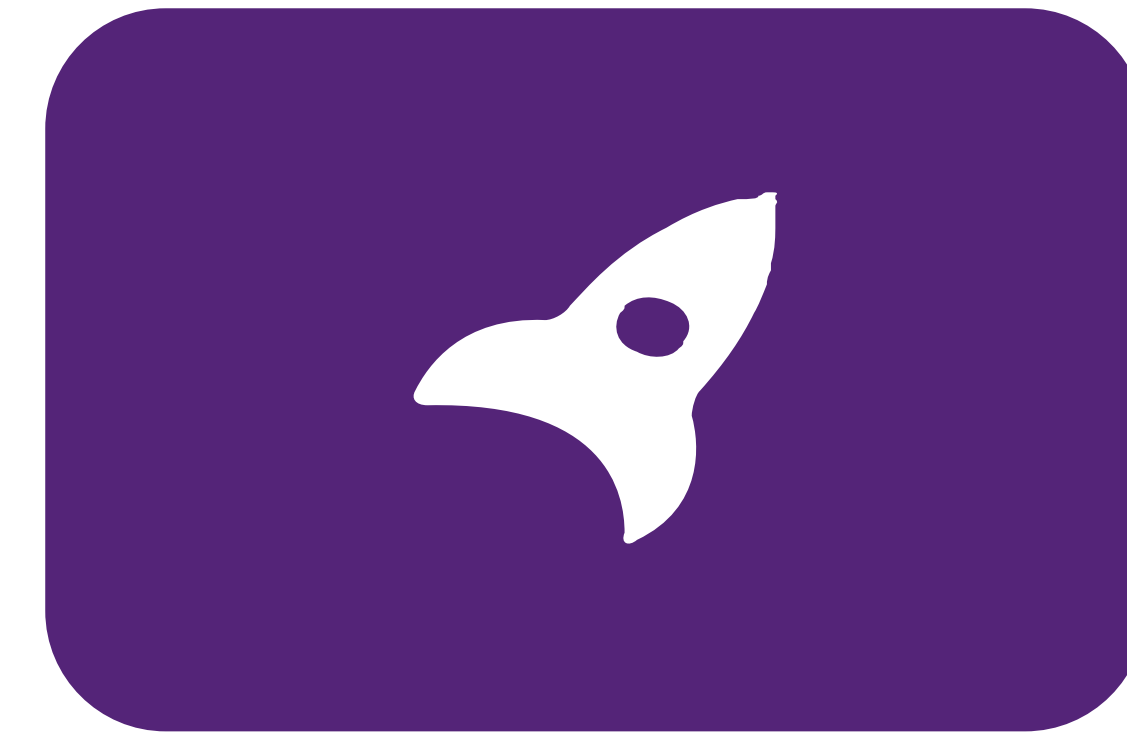
Identify and attract allies within your organization

Engage



Offer educational opportunities and set expectations for new and existing allies

Activate



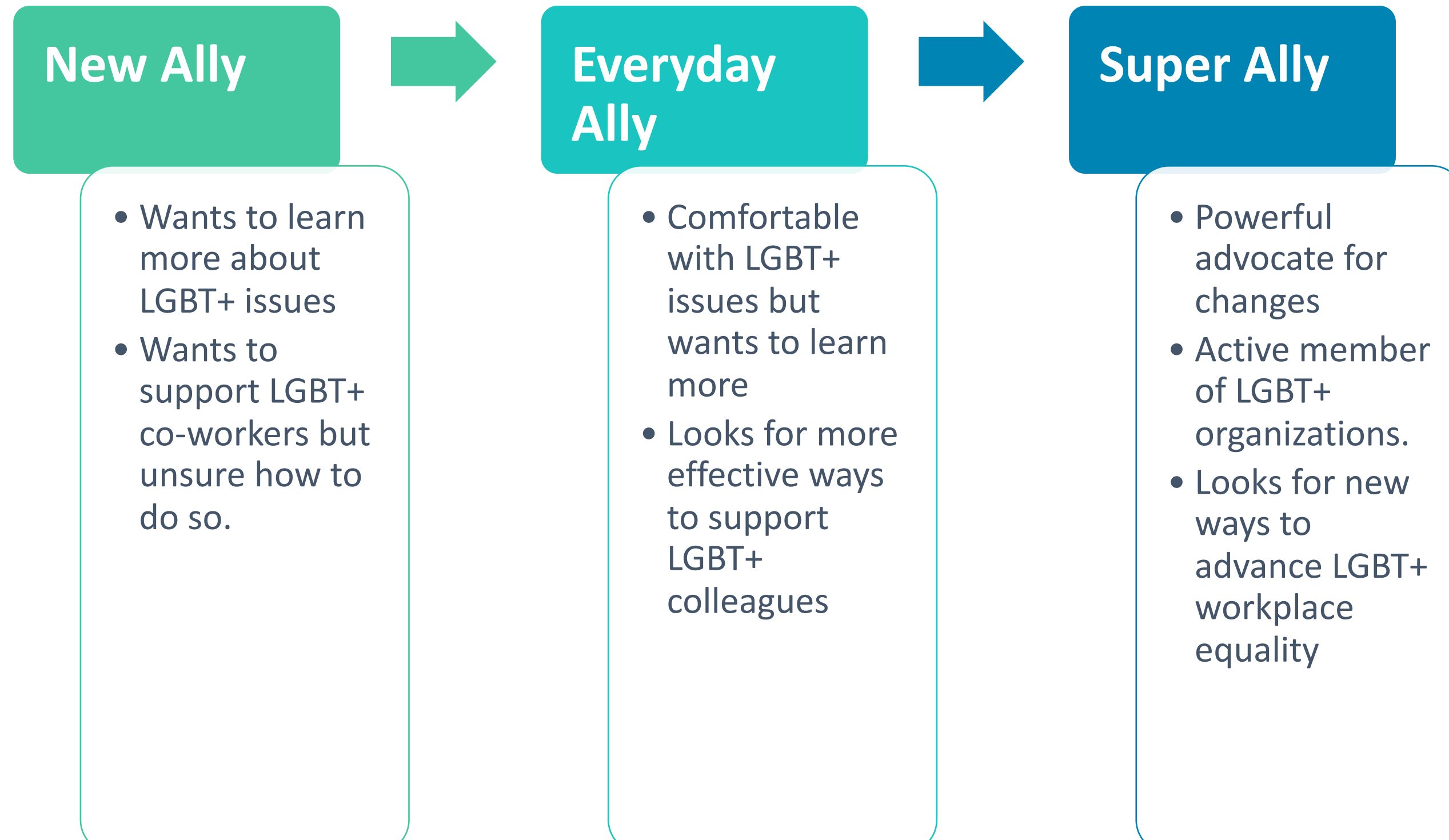
Tie the program to key business results and a commitment to diversity and engagement

Identify

Who are your Allies?

Key: Visibility

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



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

Engage

What should Allies **know**?

 **Key: Education**

Educate:

- Ally 101/ Trans Ally 101
- LGBT+ Vocabulary
- LGBT+ Educational Gallery
- Answers for Allies/Active Allies Training

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?

Key: Impact

- Commitment to Diversity and Engagement
- Tie back to business results
- Improve organizational culture

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

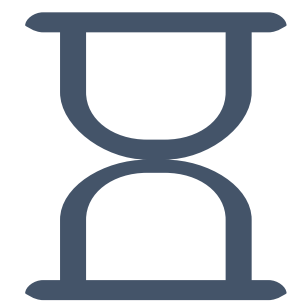
Org Health

- Utilize Allies to improve LGBT+ org health scores



What is success?

Measurement Tools



Short Term

Pledge Count, Visibility, Sr. Leadership Involvement, Event Execution and Global Reach



Quantitative

LGBT+ recruitment and retention



Long Term

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



Qualitative

Stories from your employees about how the Ally program has helped. Allies level of understanding and engagement

Engaging Partners



Leverage existing resources

- Expertise
- Identify risk
- Align to corporate strategy
- Integration with corporate calendar
- Handling negative reactions

Cross-functional Alignment

- Streamlines communication

Create a Toolkit

3 Focus Areas

Internal Social Networks



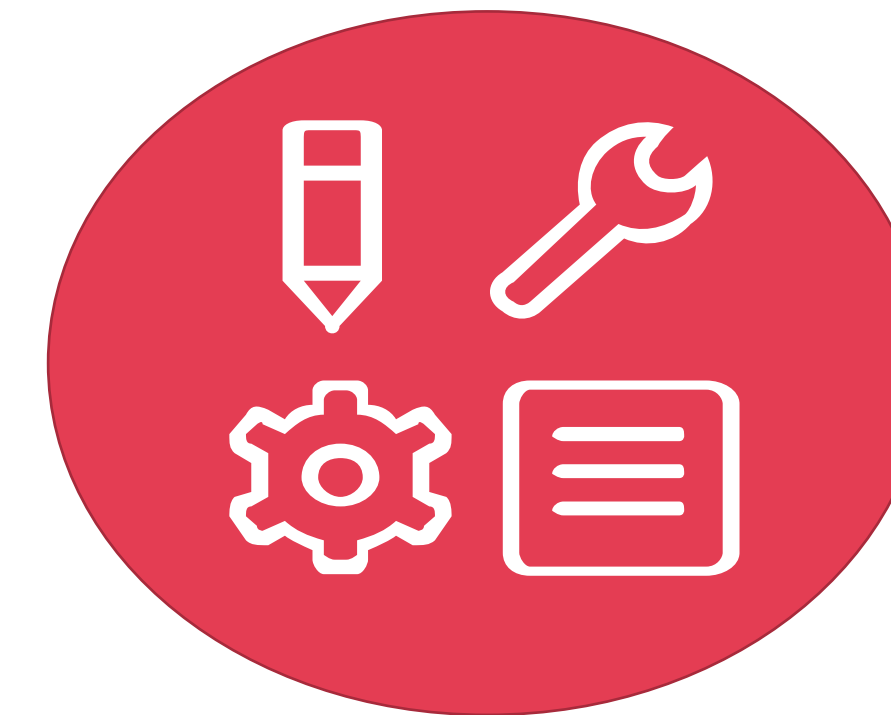
Refresh and Update
Intranet site

Digital Toolkit

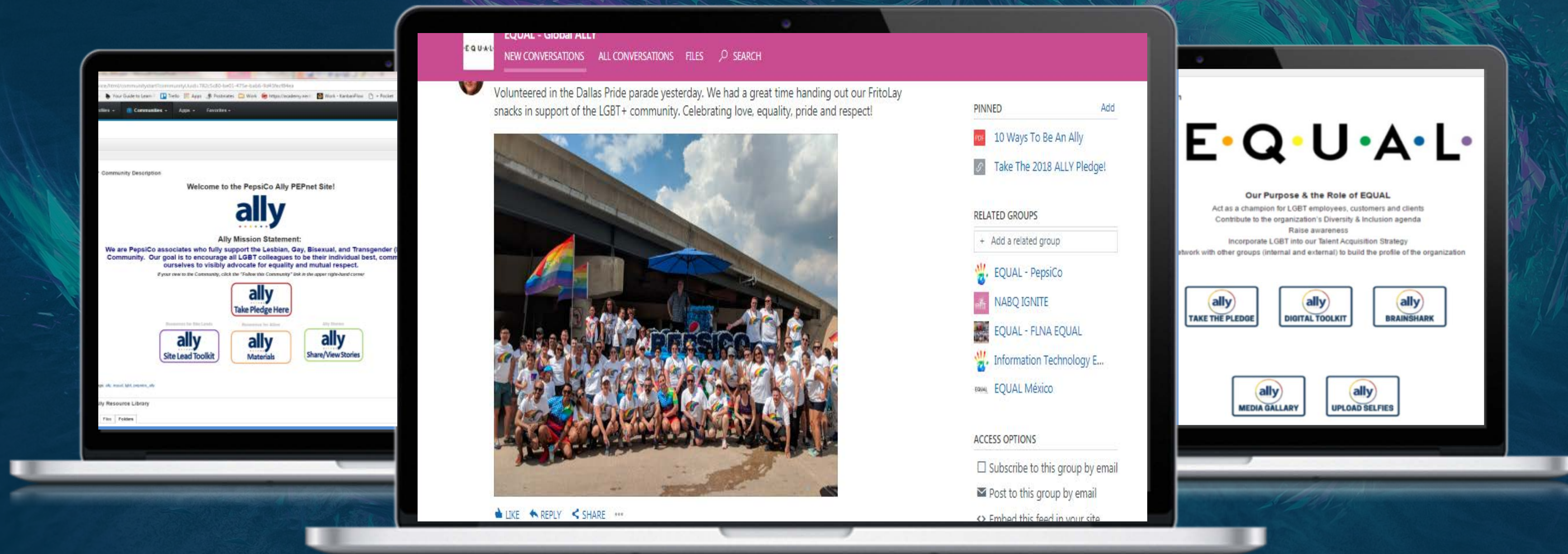


Design and Develop
Digital toolkit to support
Ally event

Physical Toolkit



Create and Distribute
Physical kits nationally/globally



Intranet

Leverage Company Website
News Feed/ Corporate Newsletter



Resource

Take the Pledge
Digital Toolkit



Media

Educational Videos
Media Gallery
Selfie Gallery



Digital Toolkit

How to add #PepsiCoPride to your Email Signature:

| | |
|--|---|
| <p>STEP 1: Pick your favourite images from the next slide</p> <p>STEP 2A: Resize to the size that you would like the images to appear in your email signature</p> <p>STEP 2B: Group them together; select all and right click "Group"</p> | <p>STEP 3: Copy the images</p> |
| <p>STEP 4: Open Outlook File - Options - Mail</p> | <p>STEP 5: Click on signatures - New</p> |
| <p>STEP 6: Paste the images in body and add whatever copy you like! Finish with #PepsiCoPride - Click OK</p> | |

KEY HIGHLIGHTS

- Assets could be easily printed at offices/plants
- Creative has a consistent look & feel
- Pride messaging through rainbow/purple treatment
- Materials should be re-usable year after year

DIGITAL TOOLKIT CONTENTS

- EQUALity Champion Toolkit
- Leadership Support Video
- Education 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 promote
- LGBT+ inclusive product branding

Physical Toolkit Contents

- Ally Posters
- Ally Postcards
- Ally Badge inserts & reels
- Pride Stickers
- Selfie Stick
- Ally day t-shirts
- Ally pens
- Ally phone ID holders
- LGBT+ branded product

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

Multimedia Spotlight

Videos

Podcasts

Pepsi pride emojis march f...

THERE'S NOTHING
BOLDER
THAN BEING YOURSELF

Toolkit – Other Considerations

Cultural Differences



Maintain Global look and feel but allow regional customization



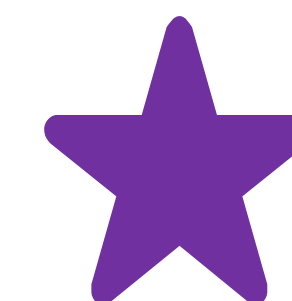
Gain leadership support early and often along the way



Find solid representatives in major markets/regions



Leverage online meetings or conference calls to cascade out information



Offer something tangible for Allies to show support

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 (preferred terms, repeatedly coming out, local legislation)

Engage

- Spotlight Ally support in ERG newsletter
- Invite Allies to LGBT+ events (Brown Bag lunches, Happy Hours, Membership Meetings, Pride @ Work Events)
- Promote LGBT+ ERG events with other ERGs (Cross-ERG engagement)

ally
GLOSSARY

Ally: any individual who supports equality for LGBT people and contributes to an inclusive environment by challenging biphobic,

Androgynous: A non-binary identity, characteristics. Can be used to describe

Asexual: Describes an individual who

Assigned Sex: The sex (male, female, intersex) assigned on the baby's external genitals.

Bisexual: An individual who is emotionally attracted to both men and women.

Cisgender: A word used to describe someone who was assigned their gender to them at birth. This term is sometimes used to refer to people who are not transgender.

Closeted: Describes a person who is not open about their support. This term is often used to describe people who identify as transgender - see disclosure.

Coming Out: For people who are lesbian, gay, or transgender, coming out is a process of self-acceptance that continues throughout their lives. It may be decided by themselves first and then may be decided by family and allies of people who are LGBT. Some people may be out to friends only, some may be out to everyone.

Disclosure: The act or process of revealing one's sexual orientation or gender identity to another person in a specific instance.

FTM (Female-to-Male): A term that describes someone who was assigned female at birth and has a male gender identity or taken hormones to physically alter their appearance and terminology.

Gay: The adjective used to describe people who are attracted to people of the same sex (e.g., gay men).

Gender Expression: The manner in which someone expresses their gender to others through external means such as clothing, hairstyle, or voice. It may be conscious or subconscious and is not necessarily related to one's gender identity.

• Support
• BE V



in con

ADDRESSING ✓

AL PRONOUNS ✓

CONCEPTIONS, ✓

TH ACCEPTABLE ✓

GLOSSARY ✓



Conversations

ARE YOU A MAN OR A WOMAN? ✗

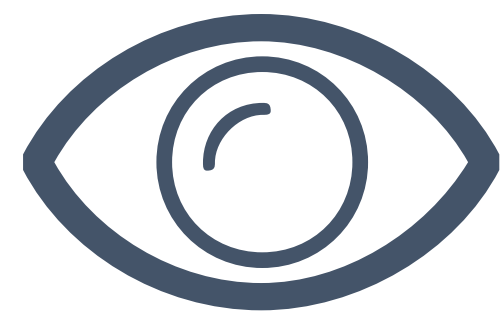
WHAT WAS YOUR NAME PRIOR TO TRANSITIONING? CAN I SEE PHOTOS? ✗

ARE YOU TAKING HORMONES? HAVE YOU HAD ANY SURGERY? ✗

HOW LONG HAVE YOU "BEEN THIS WAY"? WHAT WASHROOM DO YOU USE? ✗

•E•Q•U•A•L ally

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 your company's Code of Conduct



Be Versed

- Attend Ally and LGBT+ training sessions
- Stay educated on appropriate terms
- Know your company's LGBT+ Benefits



Negative Reactions



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.



Q&A





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GET IT IN TOUCH

Appendix



Engagement Planning Recommendations

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



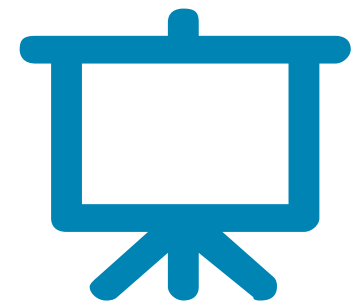
- Determine 4 ways you will measure the success of your Ally program

Engaging Diversity & Engagement / HR



Corporate Strategy

- Ensure content is aligned with corporate strategy on workplace equality



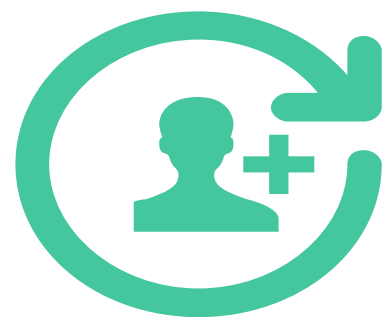
Ally program content

- 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



Engaging Leadership

1

Utilize Corporate Sponsor

2

Engage Middle Managers

“Paint the Walls Purple”

3

Utilize Team Meetings

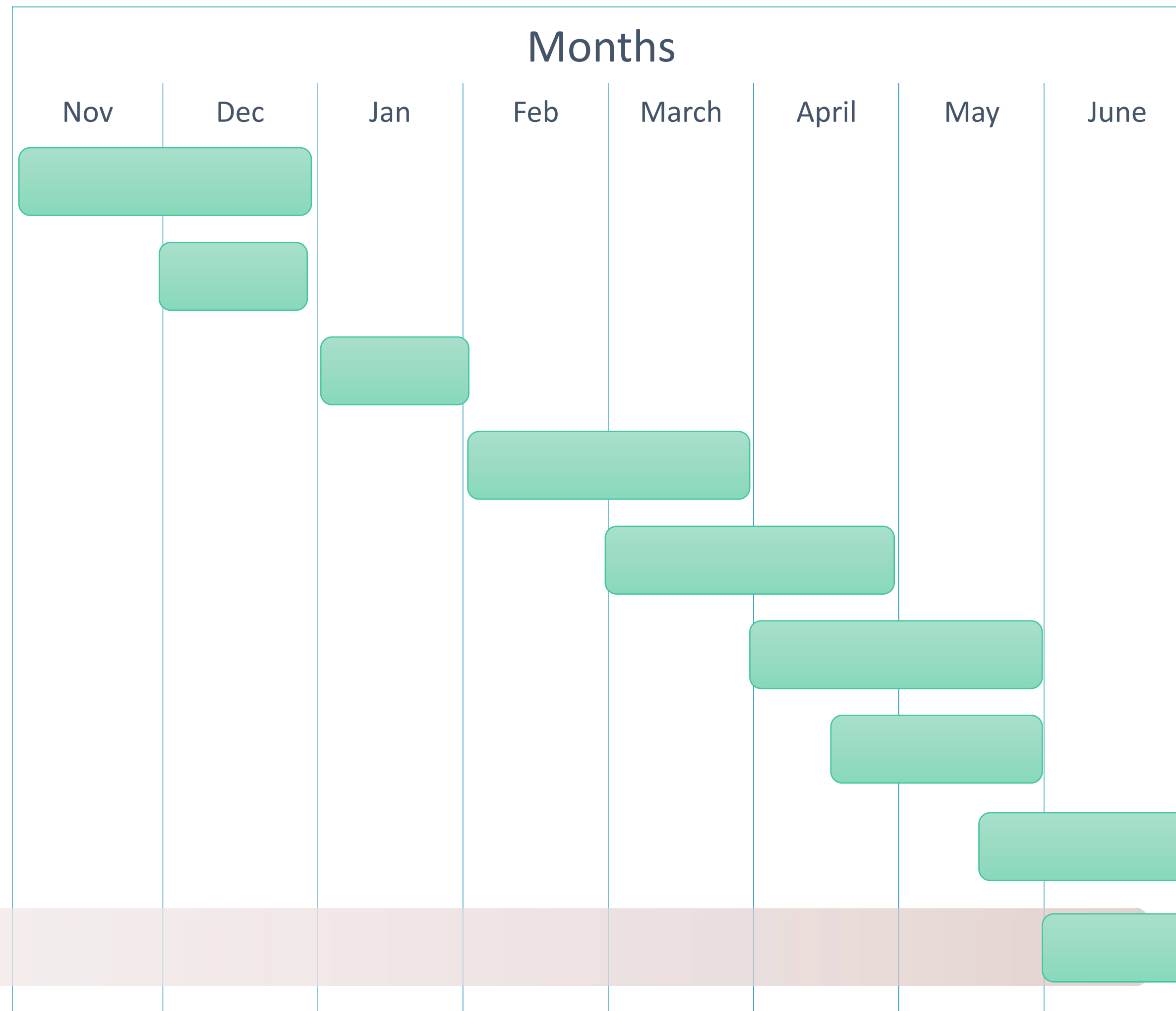
Attend staff meetings and utilize personal stories, if applicable, to encourage event attendance



Toolkit – Other Considerations

Timeline/ Tasks

- Establish Executive Sponsors/
Leadership Team AOP
- Secure Co-Leads for
Key Pillars
- Establish Ally Event
- Prepare Marketing/ Digital and
Physical Toolkits
- Secure Senior Leadership
Support
- Engage Equality Champions
- Cascade Toolkits to Team Leads
Physical & Digital
- Activate National
Marketing Campaign
- Launch Ally Event



Periodic Conference Calls

- Annual 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