

THE FAHR
INTERNATIONAL
CONFERENCE 2016



مؤتمر الموارد
البشرية
الدولي 2016

أكبر حدث للموارد البشرية الحكومية في الشرق الأوسط
The Middle East's Largest Government HR Event

مستقبل الموارد البشرية ودورها في تطوير
وتحويل الكفاءات الحكومية
The Future of HR and its Role in Transforming
Governmental Capabilities

17 – 20 أبريل 2016
قاعة الشيخ مكتوم، مركز دبي التجاري العالمي
17 – 20 April 2016
Sheikh Maktoum Hall, Dubai World Trade Centre

Effective Talent Management Strategies in Changing and Growing Markets

**Pavan Bhatia, SVP and CHRO
PepsiCo AMENA**

- **Introduction to PepsiCo**
- **Macro economic mega trends**
- **How PepsiCo is dealing with the mega trends**
- **Deep dive into PepsiCo's Talent Sustainability**

PepsiCo-Who We Are?

PepsiCo is a global food and beverage powerhouse.

Our broad range of more than 3,000 delicious products offers consumers convenient, nutritious and affordable options in nearly every country around the world.



Global Beverages



Global Snacks



Global Nutrition

Performance



\$66.5 billion
revenue in 2015

Brands



22
billion-dollar
brands

Scale



>200 countries
& territories

People



~280,000
employees



5 BUSINESS TRENDS

An aerial view of a city skyline at sunset. The sky is a mix of orange, pink, and blue. Several tall skyscrapers are visible, some with lights on. A river or canal winds through the city. The overall scene is a vibrant, modern urban landscape.

We believe these five mega-trends make up the "new normal." And with our focus, investment strategy, product diversity, operating model and people, we believe PepsiCo is well prepared to deliver great returns going forward.

Growth of developing and emerging markets



REBALANCING OF ECONOMIES

- Growth in developing markets outpacing growth in developed markets.
- By 2030, another 3 billion estimated to join middle class.
- Enormous opportunities to maximize growth by developing:
 - People
 - Skills
 - Tools



- Local competition taking market share from global players
- Consumers want quality but not willing to pay premium
- Need for organizations to develop different business models & mind-set to compete with local players



DISRUPTIVE TECHNOLOGIES

- Digital tech disrupting business throughout value chain.
- New ways of interaction with retailers, shoppers and consumers.
- We need to adapt and to evolve all points where technology touches our business.
- Invest in new capabilities on the human resource front.



- The world becoming more unpredictable
- Events in one country impacting other countries
- Rapid changes threatening businesses and people
- Need to develop change resilience in our employees



- Talent shortage in key markets
- Changing expectations of the new workforce
- Leveraging diversity and engaging employees becoming key to business success.

PepsiCo's Performance With Purpose



Performance with Purpose



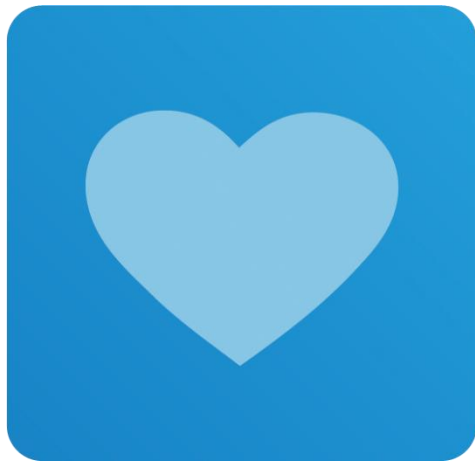
Performance

Human
Sustainability

Environmental
Sustainability

Talent
Sustainability





Talent Sustainability

Investing in our people
to help them succeed in the
new world



The Three Cs of Talent Sustainability: Culture, Career and Community



Culture



Enable our people to thrive by providing a values based and empowering workplace.

Career



Provide opportunities that strengthen our associates' skills and capabilities to drive sustainable growth.

Community



Contribute to better living standards in the communities we serve.

Talent Sustainability

Investing in our people to help them succeed



Culture: Enable our people to thrive by providing a values based and empowering workplace.



- Ensure **high levels of associate engagement** and satisfaction as compared with other Fortune 500 companies.

-
- **Foster diversity and inclusion** by developing a workforce that reflects local communities.

-
- **Ensure a safe workplace** by continuing to reduce Lost-Time Injury Rates while striving to improve other occupational health and safety metrics through best practices.

Values ...the glue of PepsiCo



PEPSICO VALUES

OUR COMMITMENT

To deliver **SUSTAINED GROWTH**
through **EMPOWERED PEOPLE**
acting with **RESPONSIBILITY** and building **TRUST**

GUIDING PRINCIPLES

We must always strive to...

Care for customers, consumers and the world we live in

Sell only products we can be proud of

Speak with truth and candor

Balance short term and long term

Win with diversity and inclusion

Respect others and succeed together

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Respect others and succeed together

1a. Deliver sustained growth



1b. Empowered people



1c. Acting with responsibility and trust



1d. Care for customers, consumers,
and the world we live in



1e. Sell only products we can be proud
of



1f. Speak with truth and candor



1g. Balance short and long term



1h. Win with diversity and inclusion



1i. Respect others and succeed together



The Business Case for Diversity & Inclusion/Engagement

Women control the
“purse strings”



- Shoppers
- Mothers
- Gatekeepers

Diversity &
Engagement Enables
Innovation & Growth



- “Outside in” perspective
- Ideas grounded in personal experiences

War for Talent -
Female Leadership



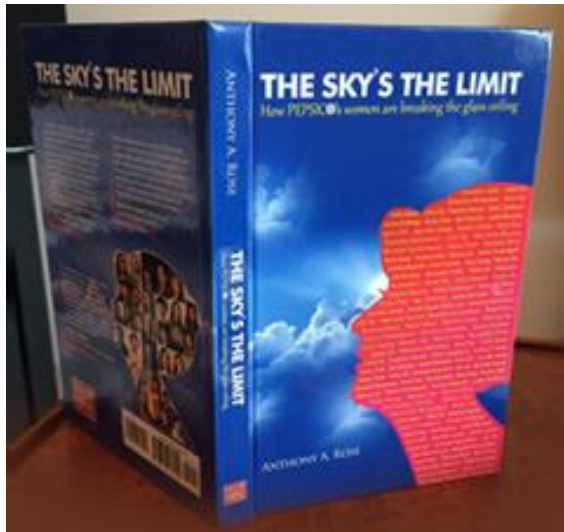
- Different approaches, styles
- Feminine leadership



PepsiCo's Focus on Diversity

Create a culture where employees feel they can bring their whole selves to work

The Sky's the Limit



Empowering Women in Saudi Arabia



Female representation

	Female
Total employee headcount	53%
Current senior management representation (C-Suite)	50%

- Roundtables with leaders sharing success stories
- Mentoring program, new-hire orientation & campus hiring





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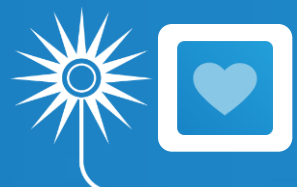
Contribute to better living standards in the communities we serve.

Talent Sustainability

Investing in our people to help them succeed



Career- Provide opportunities that strengthen our associates' skills and capabilities to drive sustainable growth.



- Build **future proof capabilities** for the business

-
- Create a work environment in which associates know their **skills, talents and interests can fully develop.**

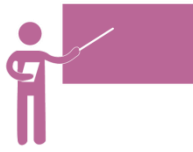
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- **Conduct training** for associates from the frontline to senior management, in order to **ensure associates have the knowledge and skills required to achieve performance goals.**



70% On-the-job Experience



20% Informal Learning



10% Formal Learning



PEPSICO
UNIVERSITY

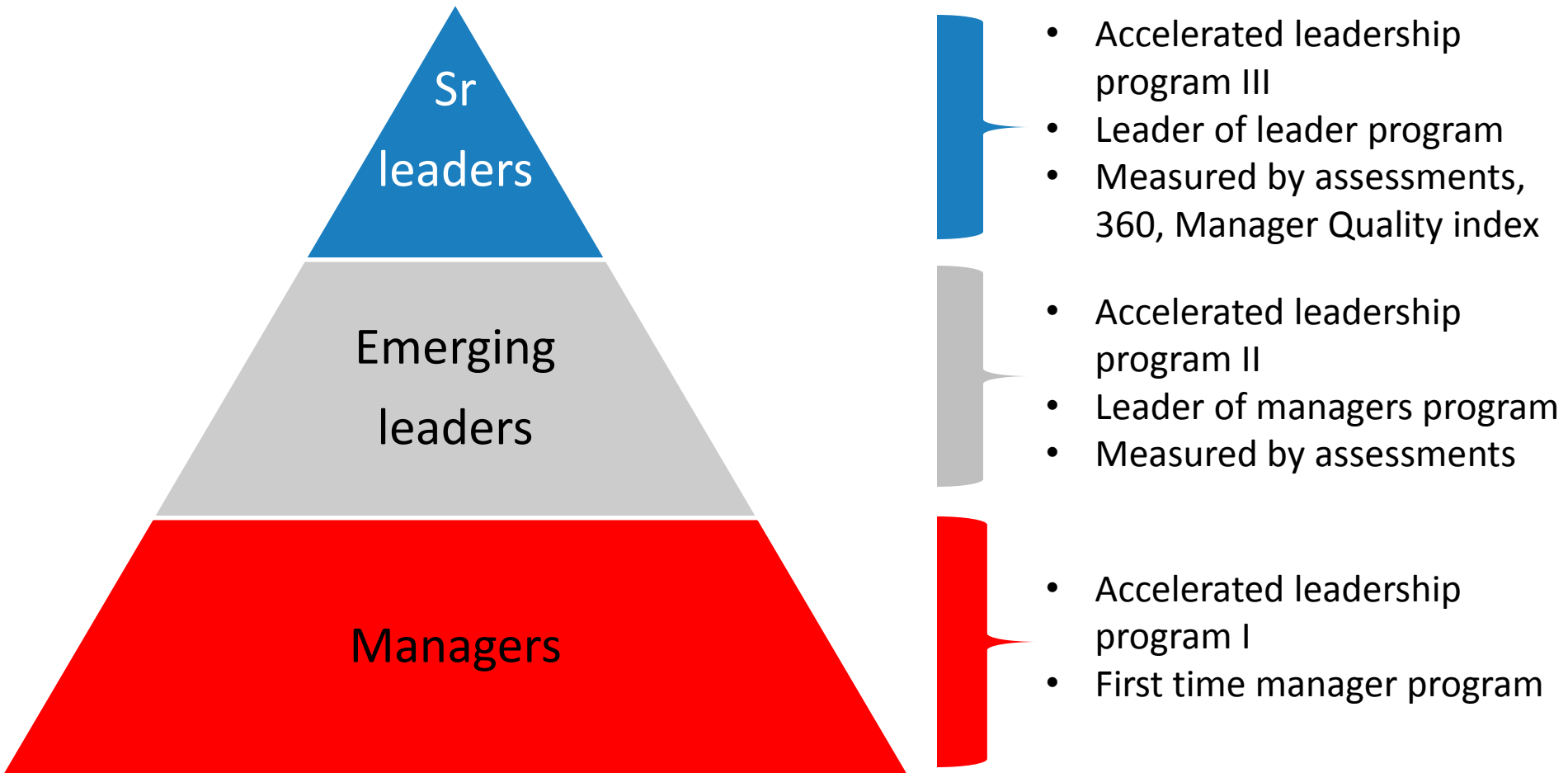
On line,
virtual
training
programs

Classroom
leader led
programs

Deep dive
Projects to
gain new
skills

Coaching &
Mentoring

Leadership architecture to prepare future leaders



Core curriculum – Change leadership, Coaching, Leading teams, Outside in learnings



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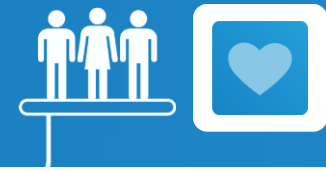


Contribute to better living standards in the communities we serve.

Talent Sustainability

Investing in our people to help them succeed





- **Building the future generation of talent** through education.
-
- **Create local jobs** by expanding operations in developing countries.
-
- **Support associate volunteerism and community involvement** through company-sponsored programs and initiatives.





A Chain Reaction

