



# **LEADING WITH EQUITY:**

**Boldly activating diversity and inclusion  
through human capital practices**

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**Kellogg Company**



*Kellogg's*

**A PLACE AT  
THE TABLE**  
*for everyone*



## VISION

A good and just world where people are not just fed but fulfilled

## PURPOSE

Creating better days and a place at the table for everyone through our trusted food brands

# WHY WE STARTED...



**D&I programming  
versus strategy**



**Seen as a nice to have,  
more compliance**



**Focused on Business  
Employee Resource  
Groups**



**More room for  
leader engagement**



# OUR EQUITY, DIVERSITY & INCLUSION JOURNEY

\* Combined functions,  
strategic focus on ED&I

\* New VP of Talent and  
Diversity



\* New ways of  
working due to  
COVID



\* New company vision  
and purpose



\* Racial realities



GLOBAL STRATEGY



# HOW WE BUILT OUR STRATEGY



## DEFINE

- What is our strategy?
- ED&I Vision – Key Principles
- Establish One Kellogg definitions
- Who needs to be involved



## STRUCTURE

- What structures do we have in place
- How do our BERGs remain relevant in this journey?
- What type of governance do we need?



## MEASURE

- Formalize metrics
- Embedding the Human Capital metrics into ED&I
- Leadership accountability
- Track progress



## TRAINING

- Launch it to the organization
- Introduce new ED&I concepts and definitions globally
- Sustainment plan beyond the launch



## BRAND & COMMUNICATIONS

- New brand identity aligned with vision and purpose
- What are the social media and internal assets required
- What are the communication assets?



# WE ARE EVOLVING TOWARD EQUITY



## Stage 1 DIVERSITY

1

- Reduce legal risks through compliance
- Eliminate discrimination
- Tolerate differences

## Stage 2 DIVERSITY & INCLUSION

2

- Contribute to positive social impact
- Promote equal opportunity
  - Accept differences

## Stage 3 INCLUSION & IDIVERSITY

3

- Enhance innovation and productivity in business
- Drive change in culture
- Embrace and leverage differences

## Stage 4 INCLUSION & DIVERSITY & BELONGING

4

- Culturally embedded
- Employees feel empowered to drive change
- Explore differences for competitiveness

## EQUITY

Is about giving each person the unique support needed to lift them up to the same opportunity





# OUR ED&I VISION

Become a **BEST-IN-CLASS** company  
for **DIVERSITY & INCLUSION** with  
a culture that embraces differences  
and ensures **EQUITY FOR ALL.**

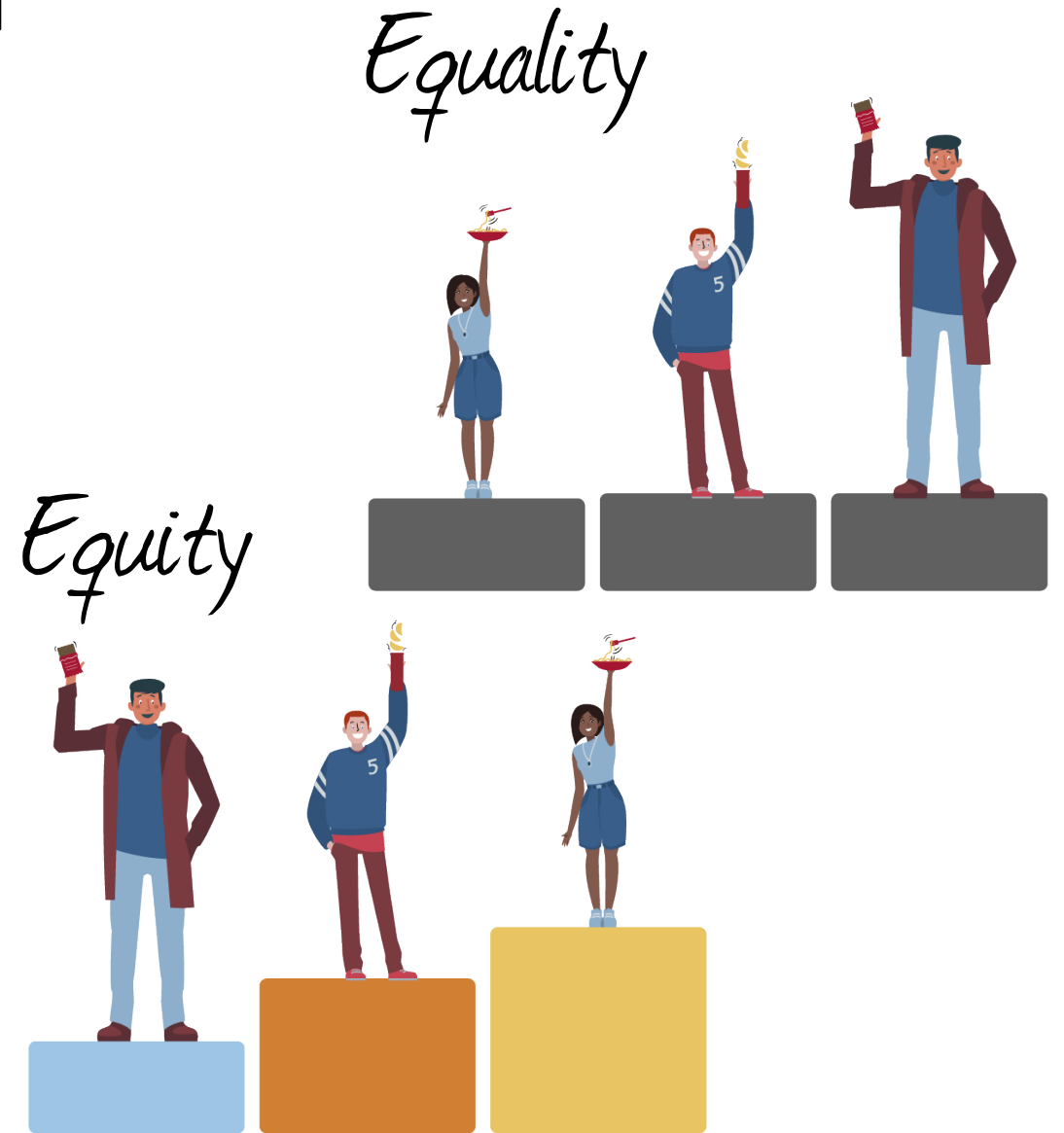




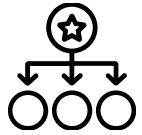
# LEADING WITH EQUITY

**Equity** is truly the capstone of the journey through diversity, inclusion and equality.

The best part about achieving equity is the unique and intangible sense of community and engagement it creates.



# KELLOGG GLOBAL AREAS OF FOCUS



**Tangible and Visible Leadership Commitment**



**Training**



**Talent Development and Advancement**



**Leverage Internal and External Partnerships**



**Multicultural Commercial Strategy & Execution**

# BOLD ACTIVATION THROUGH HUMAN CAPITAL



**Tangible and Visible Leadership Commitment**



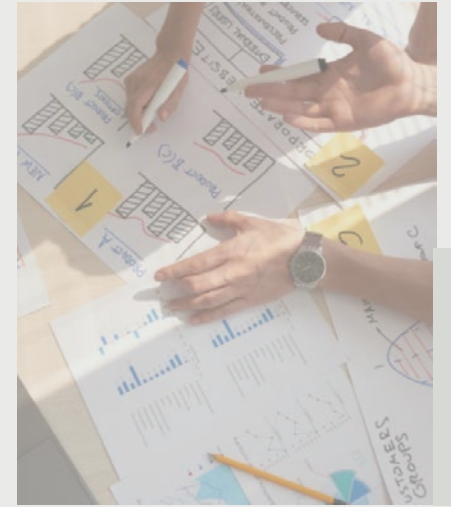
**Training**



**Talent Development and Advancement**



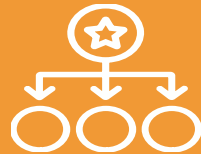
**Leverage Internal and External Partnerships**



**Multicultural Commercial Strategy & Execution**

# BOLD ACTIVATION THROUGH HUMAN CAPITAL

## Tangible and Visible Leadership Commitment



- Defined set of leadership commitments on Equity globally
- People Manager Goal enhancements
- Refreshed Executive compensation metrics
- Defined inclusive leadership behaviors and expectations

## ED&I Learning Solutions



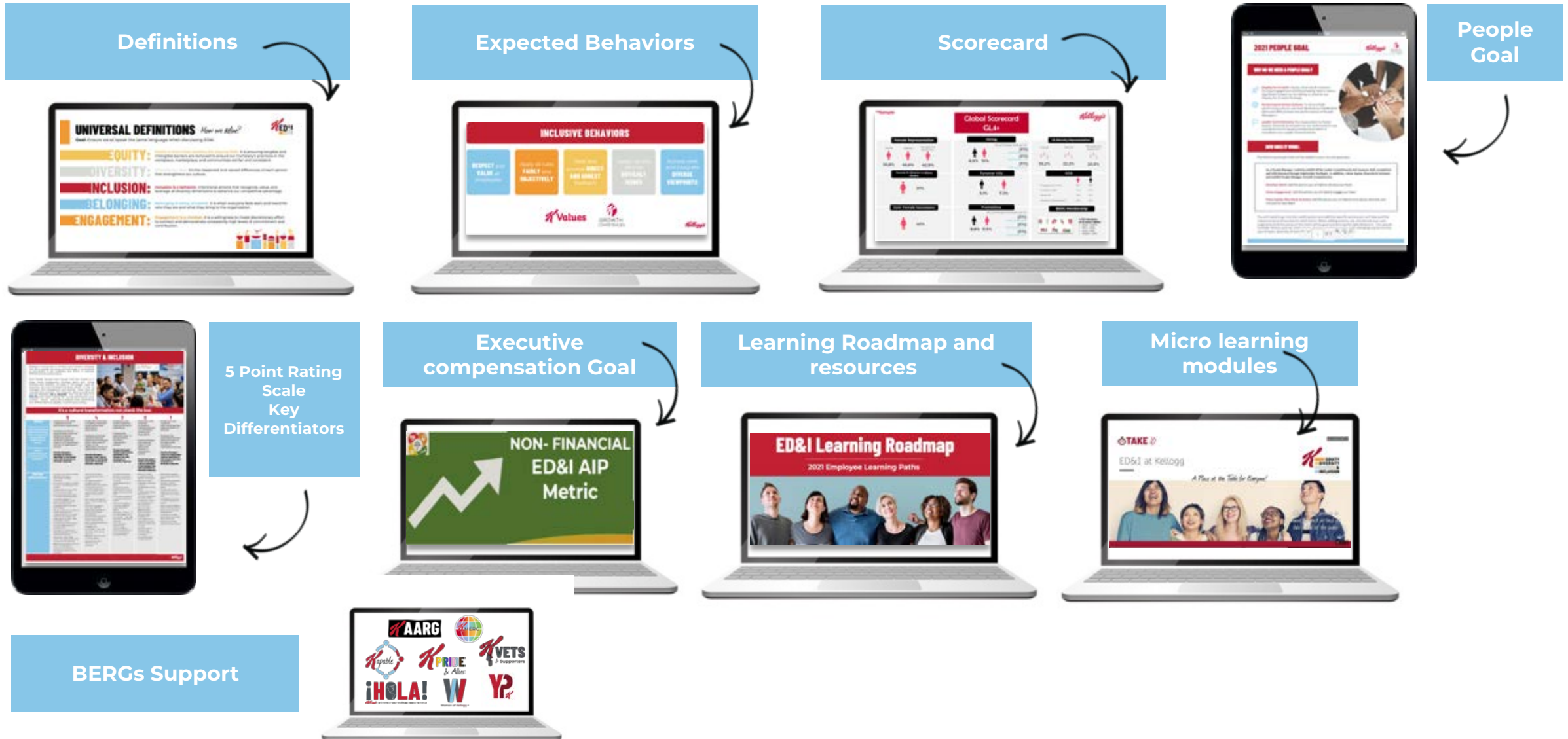
- Complete foundational ED&I learning for the organization
- Executive learning experiences and coaching

## Talent Development and advancement- Human Capital strategies

- Smarter talent pipelining
- Talent management metrics embedment
- Intentional succession planning
- Accelerated development
- New virtual onboarding to drive inclusion

**Enabled by Analytics & Business Employee Resource Groups**

# BUILDING OUR HUMAN CAPITAL ENABLERS



# TRANSFORMING THROUGH HUMAN CAPITAL



It is about who is making the decisions, where and when . Therefore, we must leverage your human capital strategies and data to drive the outcomes we seek

How do we hold managers accountable ?



Do we have the right tools and data to drive outcomes?



What are the systemic practices that need to change?

For example, Do we have balanced succession plans?



What systemic language needs to change?  
For example, why do we use the word "minority?"



Are our practices equitable?  
Do we have pay equity?



Examine all your Human Capital practices through the lens of equity

We have the right strategic partnerships?



# IT IS A CULTURAL TRANSFORMATION

It is about the willingness to engage in difficult conversations to drive systemic change and remove barriers to advance your progress. It also is about leveraging your human capital strategies and data to drive more **impact**

## It's about ...

- An imperative for the organization and driving accountability.
- Driving success through inclusive behaviors. Walking the talk.
- Embedment globally in all our human capital practices and our business.
  - Empowering employees to drive innovation and culture change.
  - The work of the organization, not the work of HR or the ED&I team.

## Call to action

# TIME TO CHANGE IS NOW

*It is a journey*

- Be bold and unapologetic about the transformation.
- Bring people along the journey. Be inclusive.
- It is not about speed. It is about impact.
- Make it sustainable and NOT the flavor of the day.



**To live our vision and fulfill our purpose,  
we must ensure equity for all.**



**LIFT UP.**  
*Equity*



**SEEK OUT.**  
*Diversity*



**LEAD IN.**  
*Inclusion*



**THANK YOU**

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