

Engaging the Silent Majority: Tools to Empower Allies In the Workplace



OUT & EQUAL

2017 WORKPLACE SUMMIT

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UNIVERSITY
IGNITE CHANGE. GO NOVA.

Goal: Empower allies in the workplace with tools to create a positive environment for transgender co-workers

- ✓ ***Sharing of corporate best in class transgender policies***
- ✓ ***Personal impact of allyship***
- ✓ ***Specific research derived ally behaviors to bring back to organizations***
- ✓ ***Tool-kit to leverage at your corporation***





The Dow Chemical Company's
Lesbian, Gay, Bisexual,
Transgender and Ally
Employee Resource Group

Vision

Dow fosters a safe, inclusive, supportive and open working environment for all employees regardless of sexual orientation, gender identity or gender expression

Strategic Intent

Transform Dow culture such that sexual orientation, gender identity and gender expression are irrelevant

- Network formally recognized in Sept 2000
- >80% of participants are heterosexual employees/allies who support our LGBT Coworkers
- >3100 Participants at 142 Dow sites in 34 countries with 25 active chapters



Team Dow at Out & Equal Summit in Dallas, Texas 2015 - Howard Ungerleider accepting Champion Award

The Business Case for Inclusion

Inclusion at its Best

30% ↑



Employee engagement

2X ↑



Employee trust

20-30% ↑



Productivity

1. J. Exp. Soc. Psychol. 2012, 48, 407-410. 2. The Costly Business of Discrimination, Burns 2012.

Companies that are diverse and inclusive obtain better profits and other outputs, thanks to improved team collaboration and commitment.

- Amicus Brief to SCOTUS, signed by Dow Chemical along with 378 other companies and organizations (March 2015)

Recruiting and Retention

72%

Potential employees use LGBT policies in job consideration¹

~\$3 MM

Recruiting cost to replace LGBT employees that leave non-inclusive work groups³

Inclusion is not just the right thing to do, it's the smart thing to do.

¹Human Rights Campaign (2014 report). ²Li & Nagar, Div & Perf, MGMT. SCI. 529, 531 (2013). ³Out Now Global LGBT 2020 Study (2014) and LGBT Diversity: Show Me The Business Case.

ENDURE HOMOPHOBIA



73%
HIGHER ATTRITION
rate in their first three
years²



~20%
Experience verbal
or physical ABUSE
or VANDALISM³



30%
DISTRACTED
at work⁴



~40%
DEPRESSED
at work⁴



30%
LIE about their
personal life at work⁴



1 out of 2
Remain CLOSETED
at work²



7 out of 10
LGBT RESPONDENTS HEAR
ANTI-LGBT COMMENTS AT WORK⁴

² *Amicus Brief to SCOTUS*
(March, 2015)

³ *LGBT Diversity Show Me the
Business Case, OutNow Global*

⁴ *Out in the Workplace*
Williams Institute, June 2007

¹ *Degree of Equality 2014*

² *J. Exp. Soc. Psychol.* 2012, 48, 407-430

³ *The Costly Business of Discrimination*
Center for American Progress, Burns 2012

⁴ *L&L: Neg. Div & Perf. MGMT.* SCJ, 529, 531
(2013)



EMBRACE INCLUSION & PRODUCTIVITY

32%

Improvement in
cognitive tasks⁵

20%

Better sensory
motor skills⁵

30%

Higher employee-
employer engagement⁶

10%

Improvement in
risk-adjusted returns⁷

72%

Of all new employees research a
company's LGBT policies before
considering a job offer.⁴



The Human Element
at Work.



Learn more at GLAD.INTRANET.DOW.COM

Equitable Policies & Practices

- 1999** Sexual Orientation added to Dow's non-discrimination policy
- 2002** Dow extends employee benefits to same-sex partners
- 2007** Gender identity included in Dow's non-discrimination policy
- 2008** Testimony to House Subcommittee on Health, Employment, Labor, and Pensions
Focus: Transgender policies in the workplace
- 2009** Testimony to Senate Committee on Homeland Security and Government Affairs
Focus: Domestic partner benefits for federal employees
- 2011** Bill Hendrix and Dow Featured on PBS in support of ENDA and workplace equality
- 2012** Dow Testifies in Support of Federal Law Banning LGBT Discrimination (Employee Non-Discrimination Act)
- 2014** The White House – Dow participates in invitation only roundtable discussion on global LGBT Human Rights
- 2015** Dow signs amicus brief to the Supreme Court of the United States for Marriage Equality; Press releases in Indiana, Louisiana, Texas against State RFRA's; Support for Australia Marriage Equality
- 2016/17** Continued active engagement in legislative space



Bill Hendrix testifying on behalf of Dow

Dow's Transgender Policies/Practices



- 2007** Gender identity included in Dow's non-discrimination policy
- 2008** Testimony to House Subcommittee on Health, Employment, Labor, and Pensions
Focus: Transgender policies in the workplace
- 2012** Medical coverage for transitioning as designated by the American Medical Association (AMA)
- 2012** Internal guidelines for transitioning employees and people leaders developed to facilitate transitioning process in the workplace.
- 2016** First transgender employee utilizes transitioning benefits and learnings are leveraged to updated best practices and guidelines
- 2016+** Transgender benefits and guidelines are internally and externally reviewed to ensure they industry leading.

Carol's Journey

... transgender women are like birds hatched underwater; they can't hold their breath forever and no matter how hard they try, can't describe why they feel the need to fly.

... they don't really know if their wings and lungs will work once they leave the 'safety' of the sea. But they will die if they stay there.



Carol's Journey

I lived as a man once. I tried hard (very), but found my life to be without value; I was numb.

Through transition I didn't expect to find happiness.

I didn't expect to find healing.

I didn't expect to find my voice and meaning.

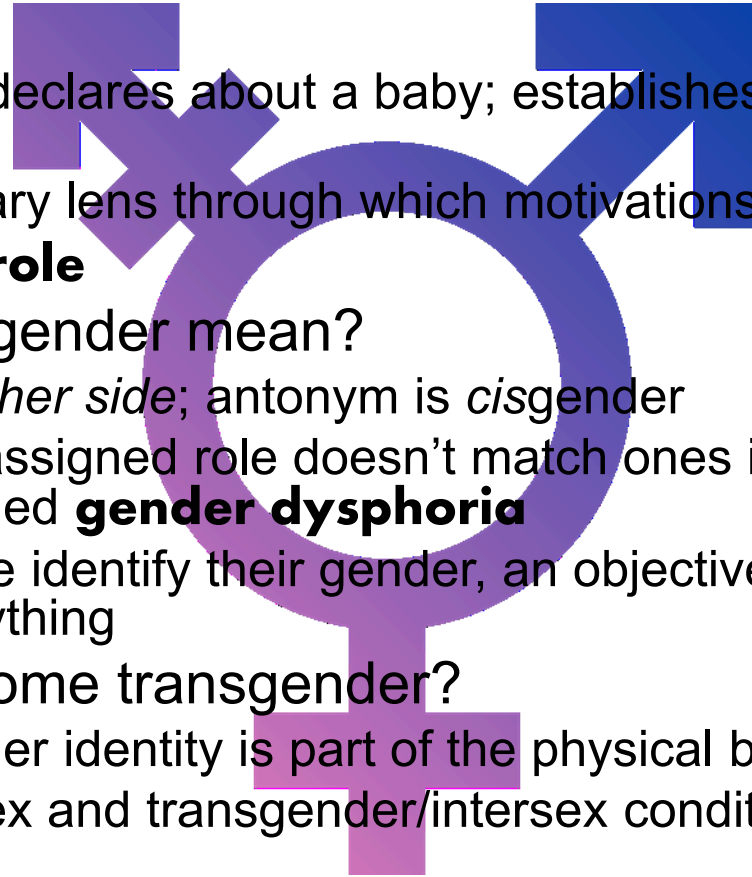
But I did.

Its amazing what life is like when you can breathe.

And open your eyes.



Gender



- What is it?
 - The first thing one declares about a baby; establishes behavioral expectations
 - Gender is the primary lens through which motivations are inferred
 - An **identity** and a **role**
- What does *transgender* mean?
 - Trans is Latin for *other side*; antonym is *cisgender*
 - Trans is when the assigned role doesn't match one's identity; this causes distress called **gender dysphoria**
 - Transgender people identify their gender, an objective reality; they do not "identify as" anything
- How does one become transgender?
 - It's congenital; gender identity is part of the physical brain structure
 - It's a form of intersex and transgender/intersex conditions are noted in all species
 - ~1% of the population's physical sexed bodies differ in some way from typical
 - Transgender, dealing with brain structure, is of the same frequency (0.6%)

Transition: changing gender expression

- The goal of transition is to fix gender dysphoria
- Gender dysphoria is cured by changing expression to match gender identity to achieve gender congruency through social integration.
 - When young
 - Kids that are consistent, insistent and persistent in their gender identity are allowed to experience life as their verbalized gender.
 - Puberty can be reversibly paused to give them time to mature; later they can experience a primary puberty consistent with their gender identity
 - When older
 - Average age of transition is dropping from mid 50's to mid-20's
 - Hormones instruct cells to use the other blueprint when replacing cells; the body slowly reshapes itself as cells die/regenerate: a second puberty
 - Surgery can shape what hormones cannot (hormones can add; only surgery can subtract)
 - Many experience much loss with late-life transition and gaining social acceptance is typically harder

Transition: Workplace

- Gender may be compared to a dance; men and women know what to expect from each other and engage in ritualized steps when they interact.
- It is not enough for a transgender person to change their genitals alone. Social integration requires more.
 - Gender is also a role; looking like Barbie or Ken is meaningless if the person is not operating in their gender.
- The goal within the workplace must be integration
 - The trans person must be knitted into the professional and social fabric of the structure.
 - No one is more attuned to the interaction of the genders than a trans person; token acceptance would be counterproductive.

Workplace transition

Steps for successful workplace transition:

- Corporate policies of diversity need to be in place
 - Recognize the benefits of a diverse and integrated workforce
- Workplace education to promote acceptance
 - ERG's and events to raise awareness and comfort
- Transgender medical benefits that promote social integration
 - In addition to hormone/GCS/top-surgery, seek to expand medical treatments to address social integration
 - Facial surgery, voice training/surgery, hair removal/transplants, BA, ...
- Have an active program to foster allies



<https://crackingthecodes.org/>

- What just happened there?
- Why could the person from the minority group NOT speak out in defense of herself?

Acceptance into/by a group is always from someone inside a group granting recognition; this is what an ally is.

The power of an Ally

- An abuse of power can occur when a bully feels herd-immunity. They may often be unaware of their bias and feel their actions are fully justified and normal.
 - “Everyone feels the same way; I cannot be singled out for retribution for my action/inaction here”
- An Ally is one who breaks the feeling of unconscious herd-immunity/blindness and calls for a conscious end to non-inclusive behavior.
- An Ally must be visible, must speak out.
 - A silent Ally is an oxymoron. If one is not seen to stand up for the minority, it is assumed they are giving power to the majority.
- Displaying inclusive swag is a powerful non-verbal statement.
 - Similarly, tolerating symbols of non-inclusion is devastating.

Research on Transgender and Gender Non-Binary Populations at Work



Dr. Katina Sawyer and Dr. Christian Thoroughgood

Statistics on Transgender Employees

- For transgender employees (i.e., those who do not conform to the traditional male-female binary or who feel that their gender identity does not align with their birth sex, Sawyer & Thoroughgood, 2017), experiences of discrimination are pervasive at work.
- Compared to an estimated 42% of gay employees who report discrimination of some form at work (Center for American Progress, 2013), results of the National Transgender Discrimination Survey revealed that 97% of transgender respondents reported mistreatment or discrimination on the job (National Center for Transgender Equality, 2011).
 - 50% reported being harassed
 - 47% reported an adverse job outcome (e.g., being fired, denied a
 - 32% felt forced to act “traditionally gendered” to keep their jobs
 - 22% were denied access to bathrooms that align with their gender



Why is discrimination harmful?

- Minority stress theory (Meyer, 2003) maintains that stigmatized groups are vulnerable to physical and mental health disparities due to greater exposure to chronic life stressors beyond those experienced by non-stigmatized groups
- Discrimination and other stigma-related stressors trigger maladaptive cognitive (e.g., negative self-schemas, hopelessness), social (e.g., social isolation), and coping (e.g., alcohol use) processes that confer risk for health disparities (Hatzenbuehler, 2009).
- Research suggests the effects of perceived discrimination on wellbeing are explained by, among other factors, decreased self-esteem (Fischer & Holz, 2007), perceived control (Moradi & Risco, 2006), and feelings of being a burden on others (Baams, Grossman, & Russell, 2015).



What predicts whether transgender employees perceive their workplaces to be inclusive?

- Our work has highlighted that, while displaying gender authentically is important, whether or not coworkers validate employees' gender identity and expression is a key determinant of employee outcomes (Martinez, Sawyer, Thoroughgood, Ruggs, & Smith, 2017)
- It is really important that coworkers are trained to be allies – meaning that they understand the importance of authenticity and strive to value the authenticity of all employees at work



Training employees to be courageous may help!

- Preliminary data suggests that witnessing courageous acts from other coworkers in the face of discrimination or microaggressions can actually help transgender employees be happier and healthier at work (Thoroughgood, Sawyer, & Webster, in progress)
- Similar to allyship, but more specific, courage at work is what happens when the “rubber meets the road” – are fellow employees willing to stand up for one another when someone’s identity is challenged?
- We have found that courageous acts have a significant difference on how transgender employees view their workplace!



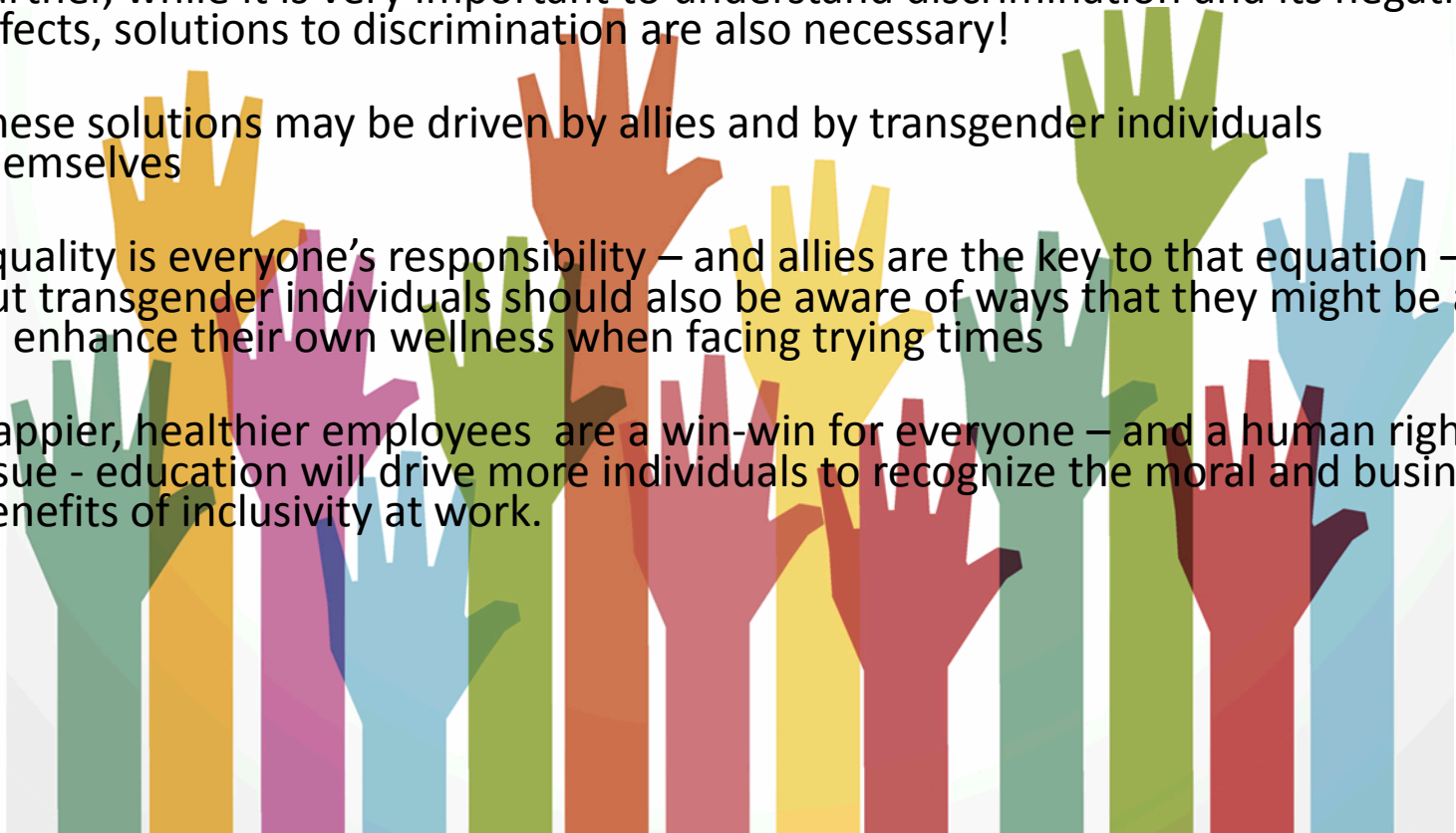
What can transgender employees do to combat stigma?

- While stopping stigma at the root is always the best solution, not everyone is able to find inclusive work environments or to avoid non-inclusive coworkers
- In the absence of inclusivity at the organizational level, we have found that mindfulness can help to cut down on the negative effects of discrimination at work for transgender employees (Thoroughgood, Sawyer, & Webster, in press; in progress)
- Mindfulness disrupts negative thinking patterns that result from discriminatory behaviors and alleviates negative outcomes related to a lack of inclusivity
- Mindfulness is a personality trait, but it can also be trained!

“I’ve always found a way to find calm in focusing on the present. I’m able to sort of find a way through really challenging times, even though things are falling apart around me. I tend to find a way to keep marching forward by finding little pockets of peacefulness.”
– Transgender woman, non-profit sector (study participant, October 20th, 2015)

Overall...

- Transgender employees face higher levels of discrimination at work compared to other documented minority groups
- However, coworkers can play a big role in determining if discrimination is perceived and how discrimination impacts transgender employees overall
- Further, while it is very important to understand discrimination and its negative effects, solutions to discrimination are also necessary!
- These solutions may be driven by allies and by transgender individuals themselves
- Equality is everyone's responsibility – and allies are the key to that equation – but transgender individuals should also be aware of ways that they might be able to enhance their own wellness when facing trying times
- Happier, healthier employees are a win-win for everyone – and a human rights issue - education will drive more individuals to recognize the moral and business benefits of inclusivity at work.



The slide features a large white circle on the left side. The background is composed of several overlapping curved shapes in red, yellow, and green. The text "Empowering Allies Toolkit" is centered within the white circle.

Empowering Allies Toolkit

Self Reflection

Take a moment to answer the first two questions on your worksheet:

1. How comfortable are you around someone transitioning?
2. Why would you be uncomfortable? (Based on own insecurity, concern for them, how customers would perceive?)

Ally needs to be mindful of own feelings... the best allies are those comfortable and confident in own gender

What can you do to be a trans Ally?

- Be your normal self
- Treat people for who they say they are, at face value.
 - If unsure, ask for their pronouns. Its ok to ask questions if they lead.
- Use their correct name and pronouns when they are not there.
 - An ally stands up for someone who has no voice in that place
- Don't reveal someone's transgender history
 - It is considered medically privileged information and may create an unsafe situation for them
 - Assume that the trans person is in deep stealth; let them lead in any revelations
- Don't draw attention to mistakes; keep apologies small and/or just do it right next time.
- Use “When you presented as ...” as opposed to “When you were a man/woman...”
- Making people feel comfortable to open dialogue– back and forth; allies don't have to be perfect and the response to an imperfect comment may lead to more opportunities to learn
- Support legislative protections for gender identity and reducing hurdles to getting identification.
- And do keep a sense of humor – it's new for everyone!

What are some strategies for resiliency transgender employees can adopt?

- Adopted a “large personality”- outgoing way to break the ice to start a conversation for the unspoken awkwardness
- Practice mindfulness
- Create environments to meet people where they are

As a colleague or manager, what can you do to create an inclusive environment for transgender/transitioning employees?

- Indicate support through non-verbal methods
 - Use LGBT employee resource group pens, mug, lanyard, etc.
 - Post LGBT group or HRC sticker in office
- Check what company policy and practices protect transgender employees. If they don't exist then start the conversation!
- How can we share strategies that others have been able to harness... emotional intelligence/ personal emotional resources, “olive branch”, educate others
- Be courageous....

How to train employees to be courageous?

-How do we empower transgender individuals to share knowledge and what support they need?

-How do we empowering allies to learn and provide a voice for their transgender colleague?

- Have a clear and open company policy supporting transgender employees.
- Use non-verbal cues to set the tone for an inclusive environment and act as a catalyst to have conversation
- Help others understand a different perspective by sharing a personal story or a story like the one presented in the video
- Leverage ERG to share information to educate employees on transgender issues.
- Host an ERG event with a transgender individual to share their workplace integration experience.



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