

# OUT & EQUAL

2017 WORKPLACE SUMMIT

## Driving Growth in R&D and Manufacturing via LGBT Inclusion



### The Dow Chemical Company

*Trevor Ewers*

*Thania Blanco Cruz*

*Tabor Pearson*



### Whirlpool Corporation

*Randy Maples*

*Greg Fulmer*



### The Clorox Corporation

*Ken McLellan*



# Let's Get to know you!

Using the Workshop Summit Mobile App, open the “Driving Growth in R&D and Manufacturing via LGBT Inclusion” session in the “Schedule” tab to answer the live Poll questions!



# Let's Get to know you!

# Q1

*Which best describes your company?*

**Business to Business (B2B)**

**Business to Consumer (B2C)**

<https://api.cvent.com/polling/v1/api/polls/sp-bmhbvb>

# Let's Get to know you!

**Q2**

*Which best describes your company's  
D&I program?*

**Nonexistent**

**Have an anti-discrimination or a respect and responsibility  
policy only**

**Have small ERGs with minimal management support**

**Have large ERGs with Executive Support**

<https://api.cvent.com/polling/v1/api/polls/sp-xxdhf5>

# Let's Get to know you!

**Q3**

*Which best describes your ERGs demographics?*

**Primarily LGBT only with a few allies**

**Ally Heavy with Majority in corporate**

**Ally heavy with majority in corporate and R&D**

**Ally heavy with majority in Manufacturing**

**Ally heavy spread evenly across all divisions**

**None of the above**

<https://api.cvent.com/polling/v1/api/polls/sp-txk6zs>

# Let's Get to know you!

**Q4**

*Which best describes your LGBT and ally ERG's activities*

**Primarily social activities**

**Provides employee development opportunities**

**Integrated into our company's work structure to provide value and marketing opportunities**

<https://api.cvent.com/polling/v1/api/polls/sp-z8f51x>

# Let's Get to know you!

**Q5**

*How does your company measure employee engagement?*

**It doesn't**

**HR or management reports**

**Annual employee opinion survey (D&I polling not included)**

**Annual employee opinion survey (D&I polling included)**

<https://api.cvent.com/polling/v1/api/polls/sp-yyfbj3>

# The Dow Chemical Company

- Annual sales of more than \$48B, globally
- Deliver a broad range of technology-based products and solutions to customers in approximately 175 countries
- Employ approximately 56,000 people worldwide & manufacture more than 7,000 products at 201 sites in 36 countries across the globe



*"When you work at the intersections of science and society, you cannot afford to have a narrow view of the world. By reflecting the differing experiences, backgrounds and perspectives of the world in which we operate, we can bring a total view to the solutions table, unleashing the power of the human element and enabling us to recruit and retain the best and the brightest."*

**Andrew N. Liveris**  
Dow Chairman and CEO







- One of eight D&I networks at Dow
- Network formally recognized in Sept 2000
- >3300 Participants at 142 Dow sites in 34 countries with 25 active chapters
- >80% of participants are heterosexual employees/allies who support our LGBT coworkers



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

# Why D&I Matters at Dow: Business Drivers for Diversity & Inclusion

*To solve the world's most pressing issues, we must reflect the world.*

- Source and develop **the best talent** from an increasingly diverse, global talent pool.
- **Reflect the diversity of the markets and customers we serve**, as well as our suppliers and strategic partners, today and tomorrow.
- Create **an inclusive culture** that is essential for **innovation** to thrive, diversity to add bottom-line value, and employees to be fully **engaged**.
- Deliver leaders with **world-class cross-cultural** competencies to thrive in a global economy.
- **Contribute to Dow's reputation** as the world's most **respected** chemical company.



# Why Should Diversity Matter to Your Organization?

## What are the Business Drivers?

Many businesses focus on the potential differentiators that can translate to:

- Improved workplace culture
- Representation reflective of customers
- Increased sales revenue
- Larger customer base
- Greater market share
- Greater relative profits

***To connect to the business and elevate as a priority, you must clearly align the reasons you have to focus on Diversity & Inclusion and/or Employee Resource Groups.***



# Translating the Business Case to Growth in R&D and Manufacturing

- **Focus on Allies for wide acceptance**
- **Obtain / Utilize upper management support**
- **Tailor messaging for your audience**
  - Start with a good foundation (SOGI education)
  - Balance of data, emotion and audience engagement
    - *Reality of LGBT workplace climate*
    - *Business incentives*
    - *Relate it to audience situations / encourage interaction*
  - Give action items and ways to make a difference
- **Showcase success**



# Driving the Business Case at Dow

   
Inclusion. It's Elemental.

**Driving Growth at Dow through LGBT Inclusion**

Trevor Ewers, Associate Research Scientist, Dow Coating Materials  
Robbyn Prange, Core R&D Program Leader, Packaging & Specialty Plastics  
GLAD, Midland Chapter Site Implementation Leaders


**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...*



**Introduction to Sexual Diversity**

Main Concepts & Pre-conceptions



GLAD UKIN

DOW RESTRICTED



**Ally Certification Program**

DOW RESTRICTED

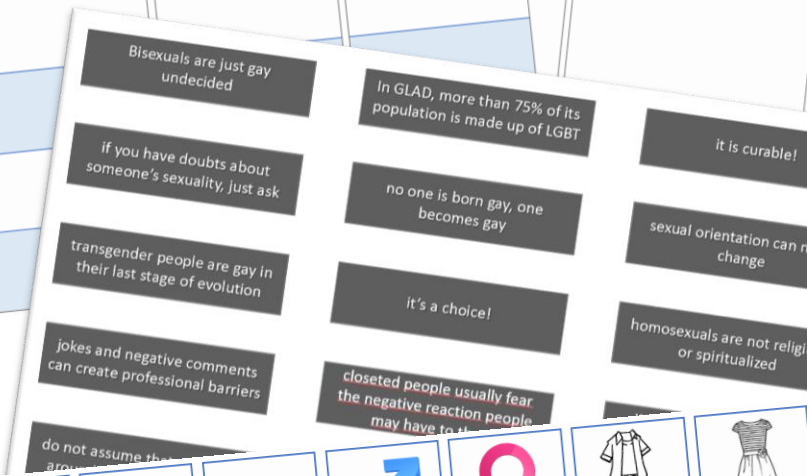
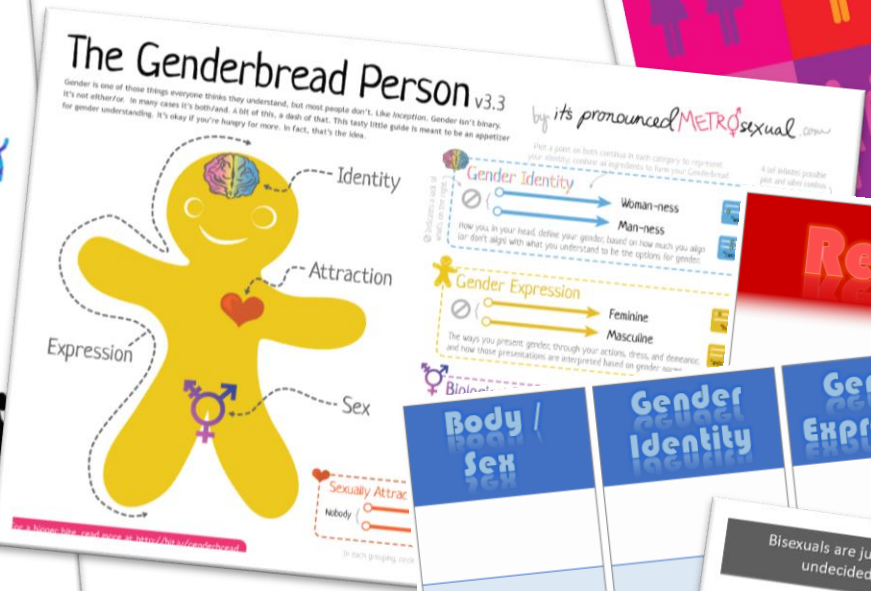
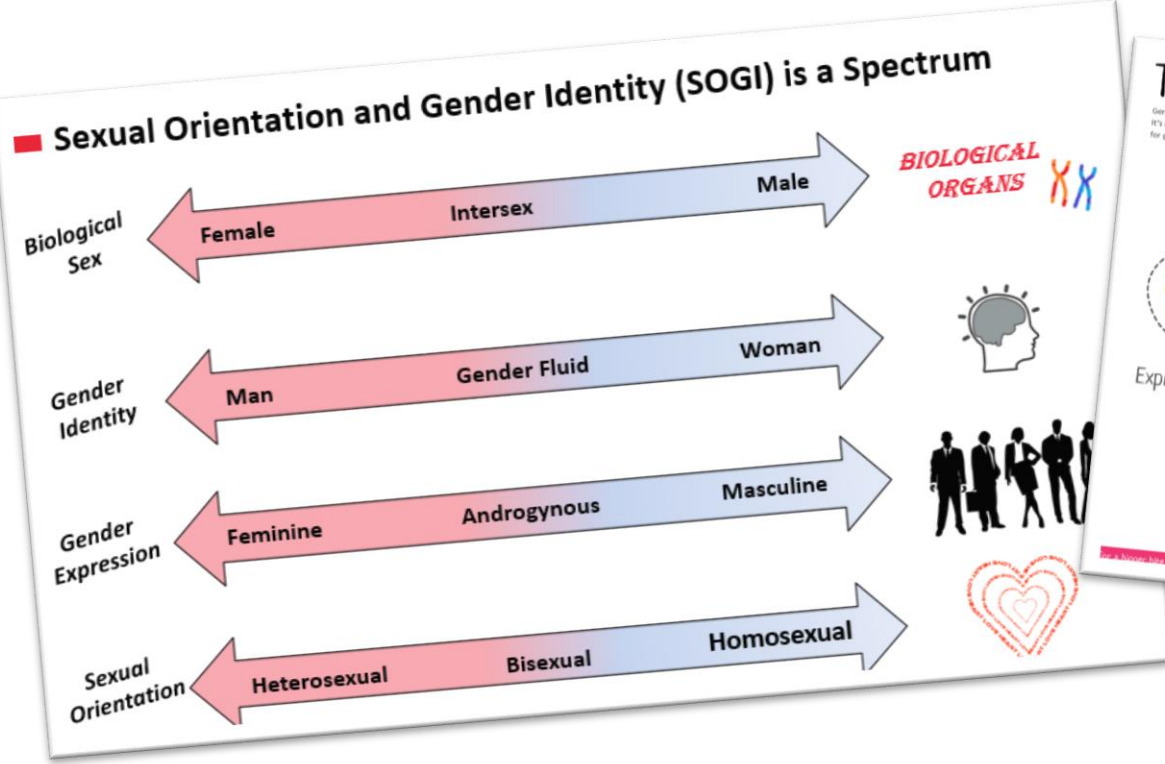
... and Equal Conference

Get it started  
and watch it  
grow!



Inclusion. It's Elemental.

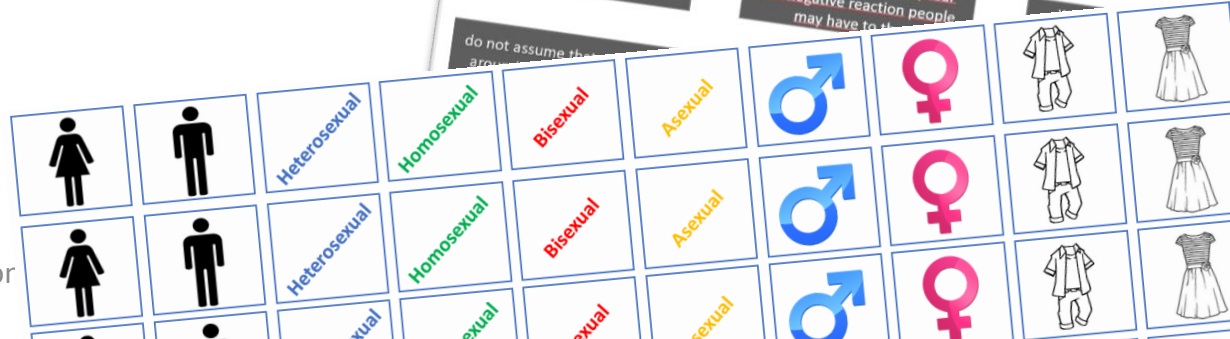
# Start with a basic education



Get the terminology out of the way.  
You can make it a game!



Out and Equal Cor



# Showcase the reality

Why is LGBT inclusion needed?

## Both the good...

- 92% of Fortune 500 companies provide protections against workplace discrimination
- 81% say LGBT shouldn't hide at work

## And the bad!

- 70% say it is “unprofessional” for LGBT to talk about their personal lives at work
- Closeted employees are 73% more likely to quit in the first 3 years than out employees

### ■ The Facts about LGBTs in the Workforce

# 1 out of 2

LGBT Americans say that they are closeted or mostly closeted at work.<sup>1</sup>

### ■ Work Climate Reality for Many LGBTs<sup>1-3</sup>



- 62% hear jokes about lesbian or gay people



- 4x more likely to hear comments about the way they dress



- 35% lie about their personal life
- 30% feel distracted from work
- ~40% feel depressed



- 73% higher attrition for closeted employees in their first 3 yrs

*Let's ensure this isn't the work climate for Dow's LGBTs.*

<sup>1</sup> Human Rights Campaign, *Cost of the Closet* (2014) <sup>2</sup> Human Rights Campaign, *Demands of Equality* (2009) <sup>3</sup> The Williams Institute, *Being in the Workplace* (2007)








# What is the business case?

Why would you care?

### An Inclusive Work Climate Drives Performance

Teams with open LGBTs outperform teams with closeted LGBTs.<sup>1,2</sup>

-  Cognitive tasks 32% higher
-  Sensory-motor tasks 20% better
-  Employee engagement 30% increase
-  Employee trust 2X improvement
-  Productivity 20-30% increased

*Inclusivity is a powerful element of Dow's work climate.*


1. J. Fox, Soc. Psychol. 2012, 49, 407-410. 2. The Costs: Business of Discrimination, Buse 2012

### AS OF 2015, 89% OF FORTUNE 500 COMPANIES PROVIDE NON-DISCRIMINATION PROTECTION FOR THEIR LGBT EMPLOYEES, AND 66% OFFER BENEFITS TO SAME-SEX PARTNERS

— HUMAN RIGHTS CAMPAIGN, CORPORATE EQUALITY INDEX

- 22%** Look to Leave  
Human Rights Campaign (2014 report)
- 26%** Stay With Job  
Human Rights Campaign (2014 report)
- 30%** Lost Employee Engagement  
Human Rights Campaign (2014 report)
- 72%** Non-LGBT Consideration  
Williams Institute (2013 report)
- 38%** LGBT Out to All in Workplace  
Out Now Global LGBT 2020 Study
- ~\$3 MM** Recruiting Savings  
Out Now Global LGBT 2020 Study
- ~10%** Risk-Adjusted Excess Return  
Li & Nager, Diversity & Performance, MGMT. SCI. 525, 531 (2013)

**RECRUITING & RETENTION**      **PERFORMANCE & PRODUCTIVITY**      **FINANCIAL**



Pull out the stats on performance and safety!

Relate it to the audience's business!



# How can they help?

*Tailor your asks for your audience!*

### You Can Make Inclusion Happen


- DO IT**
  - Address behavior & language that go against Dow's policies on inclusivity
  - Understand your own biases and how they impact your work
  - Lead by example - join GLAD
  - Display GLAD pens, magnets in your office
- SAY IT**
  - Utilize inclusive language (e.g. spouse, partner)
  - Create opportunities for inclusive discussions
  - Acknowledge LGBT employees and treat them like everyone else

*You are critical in creating a work climate that drives engagement, performance and safety.*



### How to be a Trans-Ally

- Treat them like any other person
- Use their new name and pronouns, especially when the person is not present
  - Don't draw attention to mistakes; keep apologies small and simple
- Complement them on their presentation like any other person
  - "You look pretty today", as apposed to, "You look like a woman"
  - Don't say "gosh, you look almost real; you nearly fooled me"
- Defend them against gossip. They have a right to be who they are
- Use "When you presented as ..." as apposed to "When you were a trans woman was always a woman, even when she was not"
- Don't ask about genitals/surgery or any other private information
- Don't disclose anyone's transgender status
  - Considered medically privileged information; it's not your business
  - Out'ing a trans person actively undermines their identity and ability to lead a normal life
- And do keep a sense of humor – it's new for everyone!



DOW CONFIDENTIAL - Do not share without permission


Electronic Materials

### Make LGBT Inclusive Happen

- DO IT**
  - Address behavior & language that go against Dow's policies on inclusivity
  - Lead by example - join GLAD
  - Invite us to speak to your extended leadership team
- SAY IT**
  - Create opportunities for inclusive discussion
  - Acknowledge LGBT employees and treat them like everyone else
- SHOW IT**
  - Display GLAD items in your office & around your work space
  - Attend GLAD and other diversity events and encourage employees to do the same

*Don't underestimate the impact of small gestures and visual cues.*

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11

# GLAD has seen growth through reinvention!



**Confidential data showing dramatic rise in ERG participation**

**Confidential data showing increase in employee engagement**

Through a series of strategic initiatives and events, the GLAD network has enabled **greater engagement** of our LGBT colleagues . That's **culture change!**

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# Whirlpool CORPORATION

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Whirlpool®

KitchenAid®

MAYTAG

INDESIT

Hotpoint\*

Consul

BRASTEMP

AMANA®

JENN-AIR®

Bauknecht

acros®

DIQUA帝度

every drop  
by Amana

\*Whirlpool Corporation ownership of the *Hotpoint* brand in EMEA and Asia Pacific regions is not affiliated with the *Hotpoint* brand sold in the Americas.



# Building a Business Case

## Buying Power

- More than \$917 Billion for LGBTQs
- More than \$4.5 Trillion when you add in Allies\*

## Brand Loyalty among LGBTQA

- 71% of LGBTQ adults said they are likely to remain loyal to a brand they believe to be very friendly to the LGBTQ community even when less friendly companies may offer lower prices
- 75% of straight allies and 87% of LGBTQs said they would consider choosing a brand known to provide equal workplace benefits.\*\*





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FOR THE WAY IT'S MADE.®





Whirlpool  
#EveryDayCare



Care is proud.

Love is love,  
no matter  
how you  
Duet.<sup>®</sup>



PRIDE NEVER FADES. Proud to receive a 100% HRC rating for corporate equality, ten years in a row.

Love (and chores) makes a family.



Whirlpool  
CORPORATION


Whirlpool









 **STAY IN CONTROL OF YOUR OVEN AND YOUR HOME.**

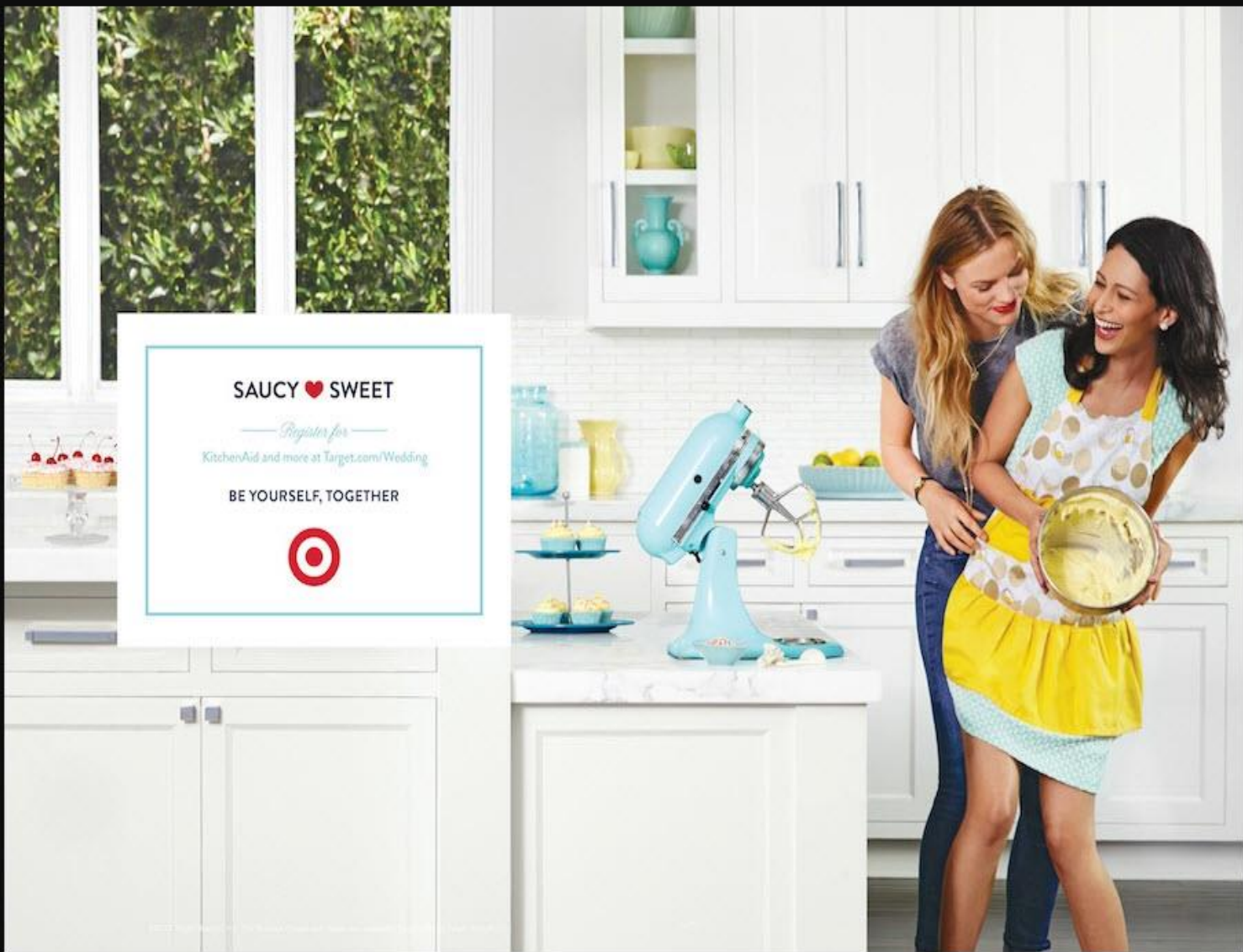
Jenn-Air unifies high performance with elegant design through liberating connectivity and distinctive design elements. Our Jenn-Air® connected wall oven complements the connected home with a companion mobile app, available for either iOS or Android devices, that now Works with Nest, so you can stay in control of your kitchen and your home – no matter where you happen to be.



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# Drive ERG and Community Relationships



WHIRLPOOL ASIAN COMMUNITY



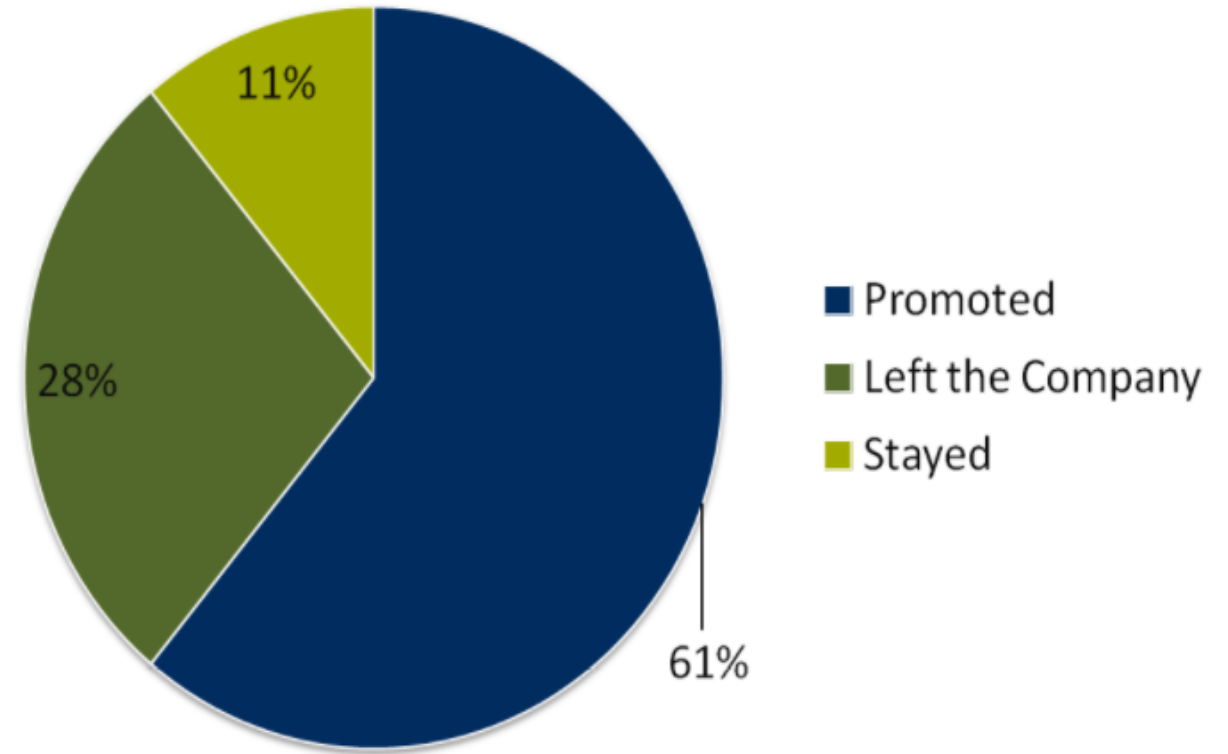
Whirlpool Hispanic Network  
Developing leaders, growing our business



# ERG Involvement = Career Advancement

Talent Promotion Breakdown included:

- Senior Analysts
- Managers
- Senior Managers
- Directors



# ERG Involvement = Talent Retention

## Polled our ERG Membership

- 25.4% researched Whirlpool PRIDE ERG before joining Whirlpool
- 28.8% would not have applied for a job at Whirlpool if the company did not have an LGBTQ ERG
- 61.4% attributed at least 50% of their retention on their involvement with the Pride ERG

Turn-over cost per employee = 6 – 9 months salary





Where Did They Go?

Google

amazon



Disney



United  
Technologies

# Celebrate - Communicate - Sponsor Pride!



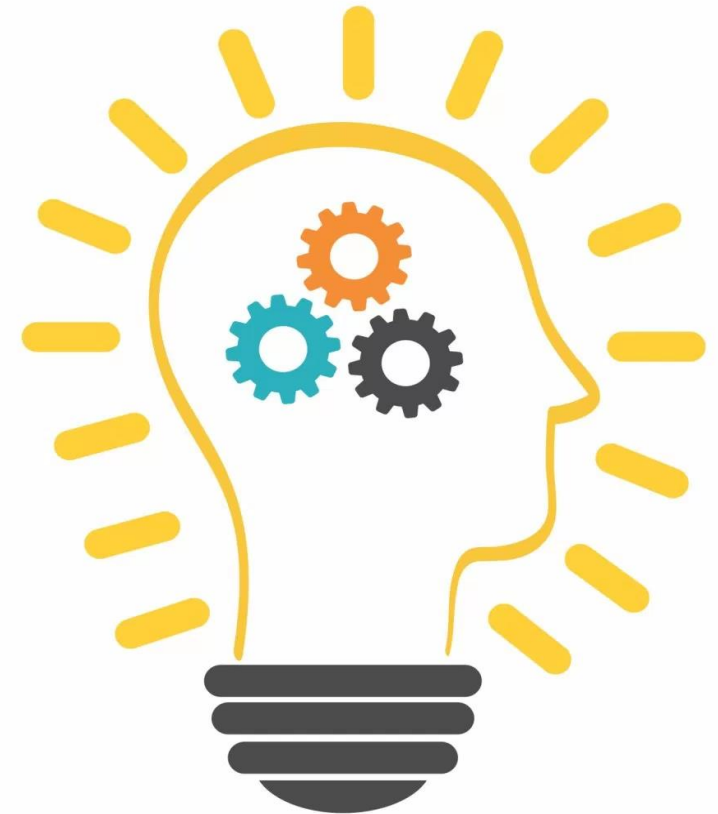
# Engage Beyond Current Circle of Influence

Focus on Internal and External Company Employees

- **Contract employees need ERG love too**
- **Be prepared to be creative**

Uncover Specialized Needs within your Business

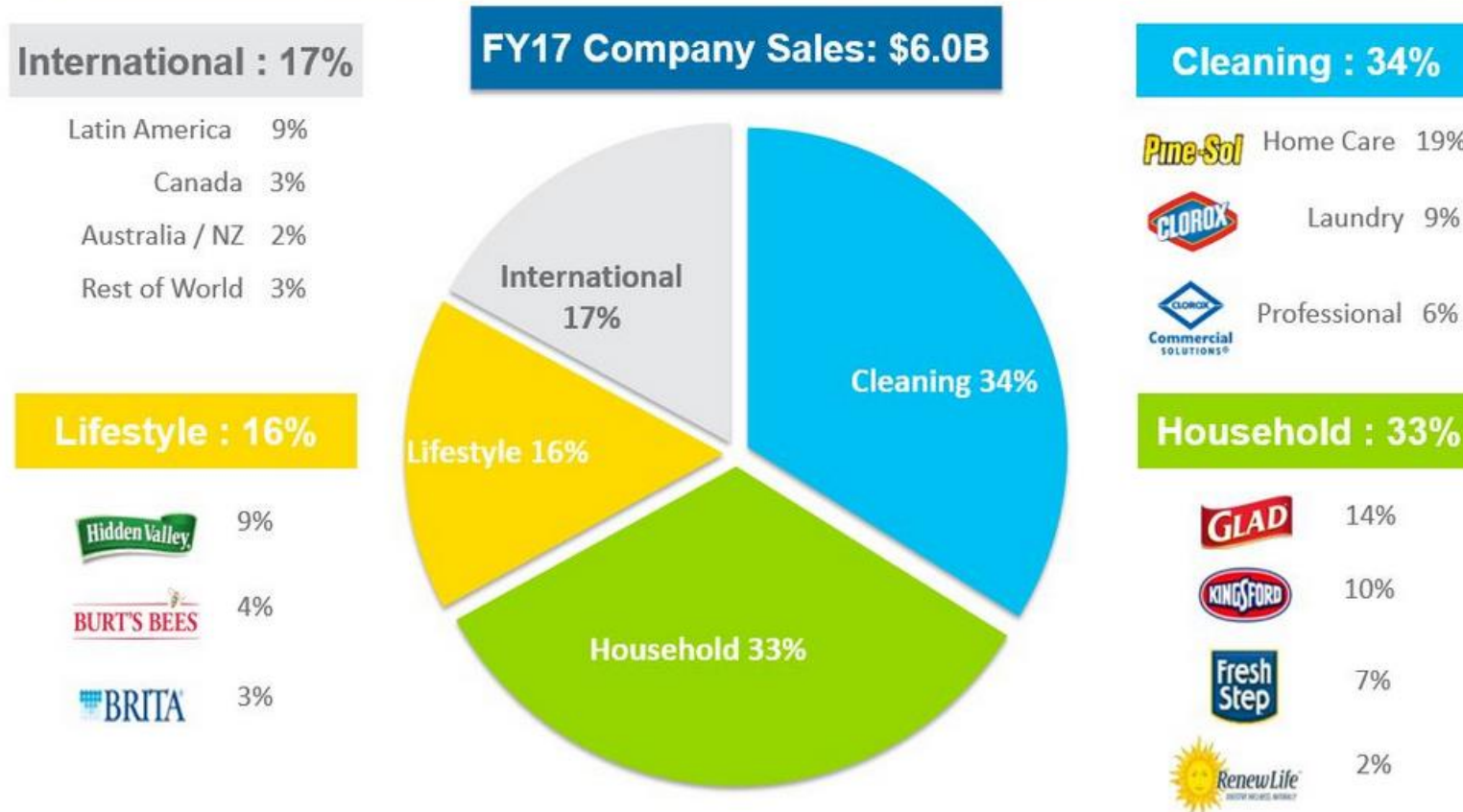
- **Concierge Team**
  - Education
  - Legal expertise
- **Summer Interns**
  - Prepare new talent for inclusive environment



# The Clorox Company

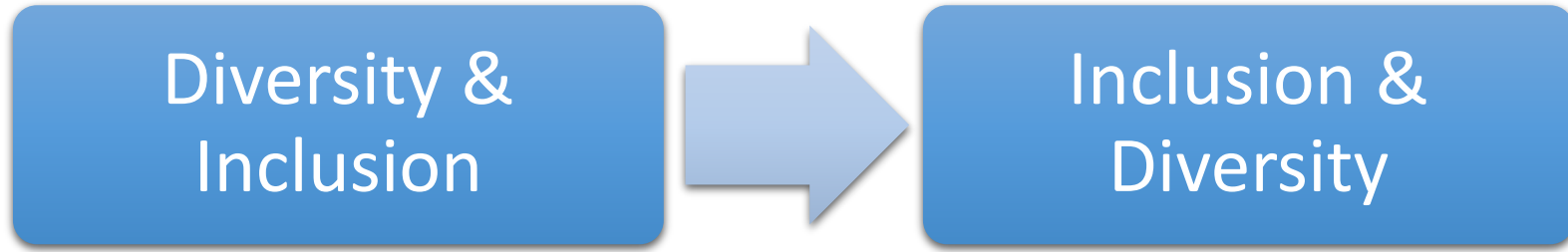


## Advantaged Portfolio Over 80% of Sales From #1 or #2 Share Brands

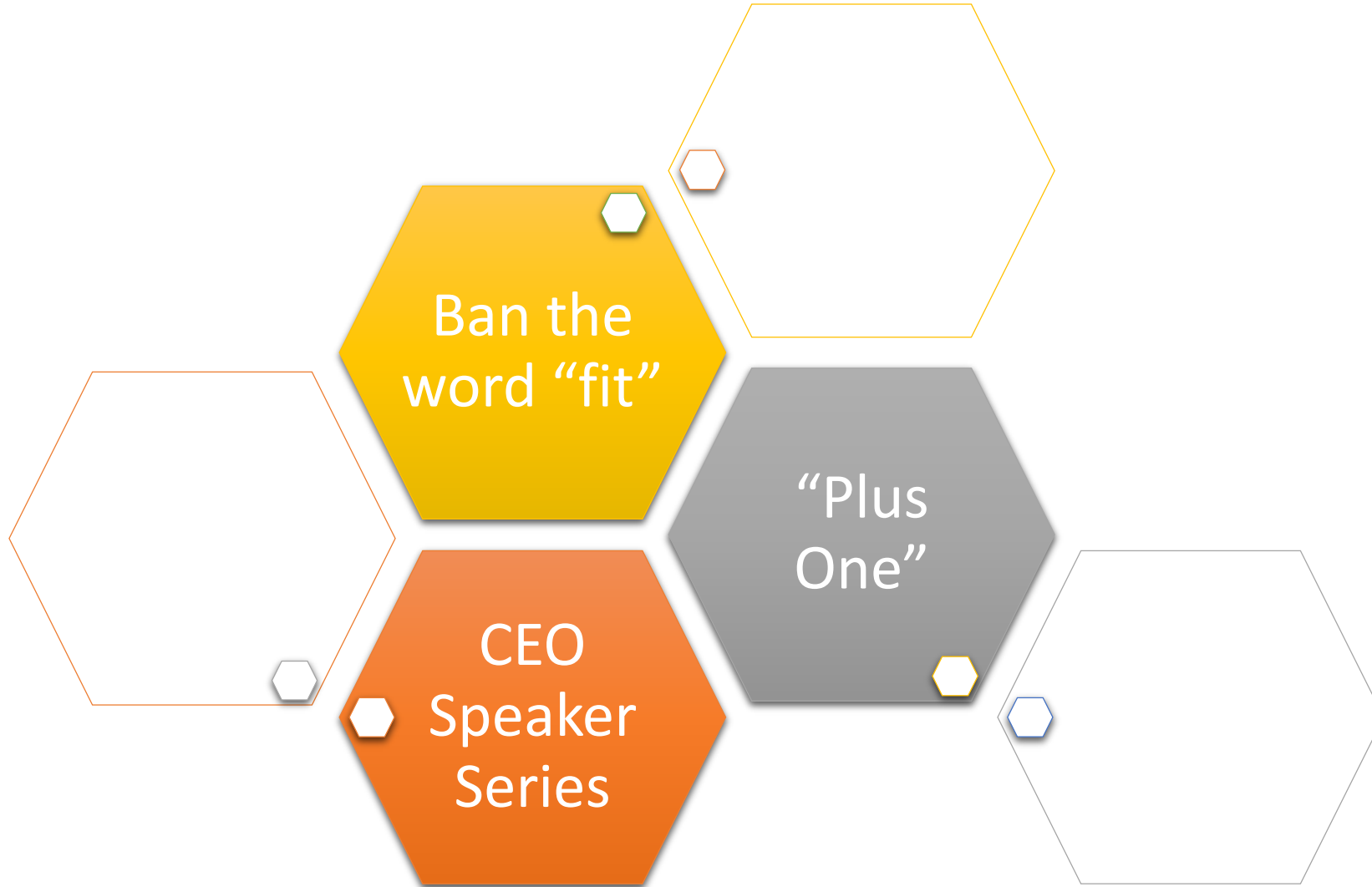




# The Clorox Puzzle



# Building a Toolkit...



# WE LOVE EVERY FLAVOR



# Panelists

## The Dow Chemical Company

- *Thania Blanco Cruz (moderator)*
- *Trevor Ewers*
- *Tabor Pearson*



## Whirlpool Corporation

- *Randy Maples*
- *Greg Fulmer*



## The Clorox Corporation

- *Ken McLellan*

