

Rediscovering the Spark:

Empowering Allies to Lead Culture Change

OUT & EQUAL
2017 WORKPLACE SUMMIT

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AIR
PRODUCTS 

Presenters



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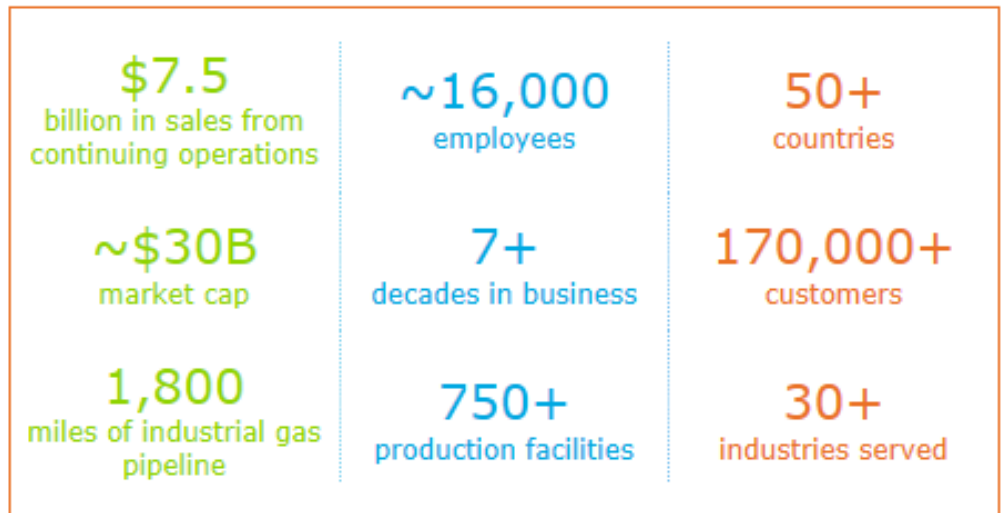
Workshop Purpose

- Illustrate how we strategically aligned our employee resource group (ERG) work to Air Products' vision and strategy to be the leader in diversity and inclusion within our industry.
- Share how we connected our work on LGBT+ inclusiveness to the broader inclusiveness agenda at Air Products to reignite energy and momentum in our ERG.
- Provide tools and a process for leading the same change at other companies.

Air Products is ...

The world's safest, most profitable industrial gases company

- Supplier of atmospheric and process gases and related equipment to manufacturing markets, including refining and petrochemicals, metals, electronics, food and beverage
- World's leading supplier of helium and liquefied natural gas process technology and equipment



The Imperative of D&I



“We need to create an atmosphere of respect for everybody, no matter where they come from. If you hire people who look like you, talk like you, and think like you, how do you find the unique perspective?”

How do you challenge the status quo if everyone on the team sees the world the same?”

Seifi Ghasemi
Chairman, President and CEO

Diversity & Inclusion at Air Products

Vision & Goals

Vision: To be the most diverse and inclusive industrial gas company in the world.

Diversity Goal

Reflect the places we do business and fully utilize the diversity of the available talent pool.

Inclusion Goal

Embed inclusive leadership practices to foster a respectful workplace where we routinely seek out diverse thinking and where people are empowered to confidently express their viewpoints.

A Public Commitment

CEO **ACT!ON** FOR
DIVERSITY & INCLUSION

**COLLECTIVELY
WE'LL **ACT ON**
DIVERSITY AND
INCLUSION **!****

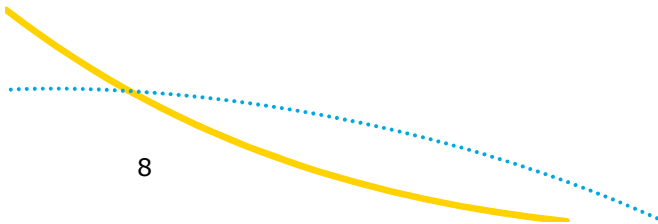
As part of the CEO Action for Diversity & Inclusion™, Seifi has committed Air Products to the following actions:

- We will continue to cultivate our workplace to support open dialogue on complex, and sometimes difficult, conversations about diversity and inclusion.
- We will make unconscious bias education available to everyone.
- We will share challenges, achievements and learnings

Poll: What is the age of your ERG?

- Less than 5 years
- 5 to 10 years
- 10 to 20
- Longer than 20 years

Poll 1 results



Commitment Demonstrated Internally: Inclusion Network

- Forum where ERGs come together to drive inclusion across the organization while maintaining the uniqueness of our individual communities
- Focused on developing self and others and building the skills of inclusive behavior





Spectrum

We strive to contribute to Air Products' success by fostering an environment that is **inclusive**, **respectful**, and **supportive** of lesbian, gay, bisexual, transgender (LGBT+) employees and allies

Inclusion Network
Fostering an inclusive workplace
for everyone's success



Our Journey: The Early Years

- Formed in 1992 as “GLEE”
- *Gay and Lesbian Empowered Employees*
- Met offsite at members’ homes
- Membership consisted of LGBT+ employees and an ally/sponsor from HR
- Became one of 1st official Employee Networks in 1998

Our Journey: Passion, Energy & Action

Successful ERG -> 25 Year History

Policy

- Non-discrimination for AP and for community
- Domestic Partner Benefits
- Gender Transition Guidelines
- Scored 100% on HRC's Corporate Equality Index

Awareness

- National Coming Out Day Celebrations
- Joint events with other ERGS: Adoption, PFLAG, panels
- Fishbowl conversation with senior executives
- Communications - Pride Month, Lunch n' Learn, guest speakers

Ally Inclusion

- Q&A Sessions
- Safe Space Magnet Program

Our Journey: Complacency

Spectrum
enters period
of inactivity
and low energy

Employees focused on business priorities

Marriage Equality legal across US – policies in place

Exhausted our initial agenda so purpose and focus unclear

Membership way down

Continue or disband?

Our decision:

Our work wasn't done...

...we believed we could make
additional impact

Our Journey: Gaining Momentum

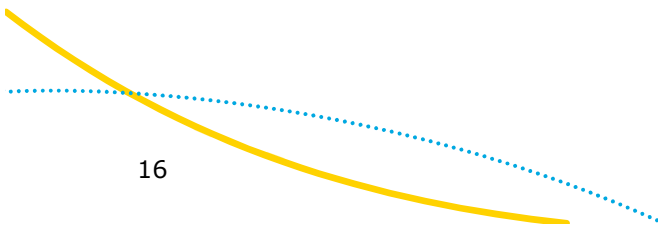


Transition time

Poll: What is the current energy and impact level?

- Thriving and growing
- Sustaining and Maintaining
- Diminishing energy
- Not sure

Poll 2 Results

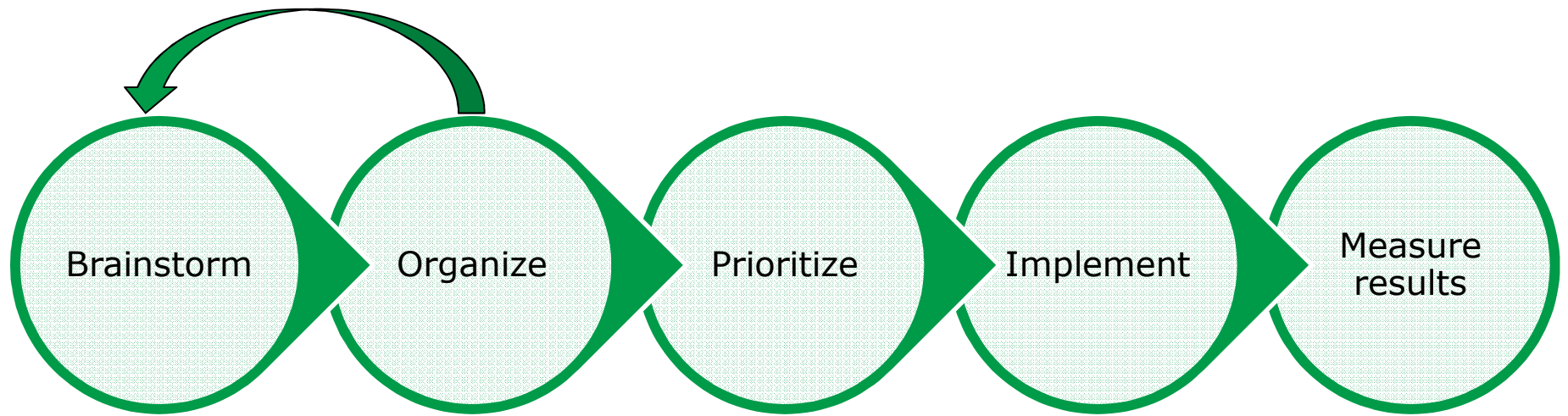


Creating impact: Focus on goals

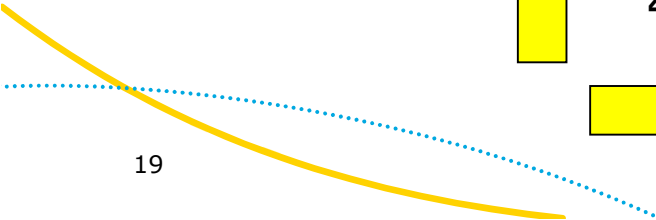
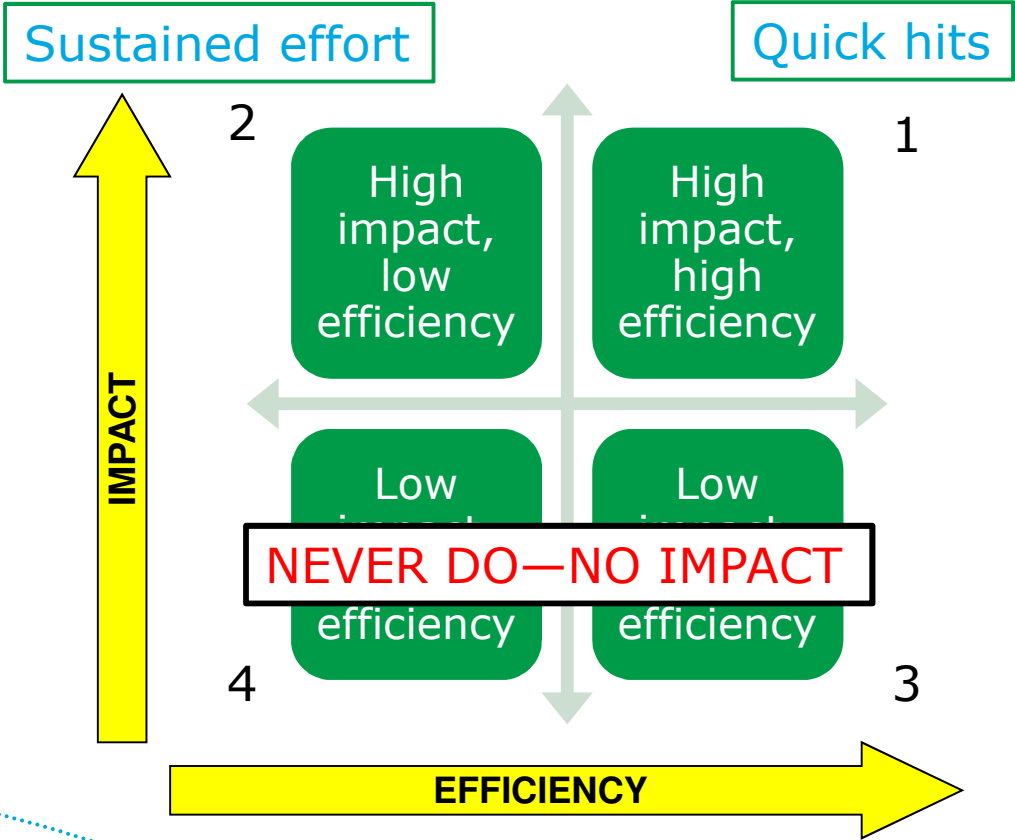
- Nothing happens without a mission and vision
- Reviewed mission and vision with core team FIRST
- Focus creates impact



Creating impact: Strategic planning process



Prioritization matrix



Creating impact

Overall goal:
Create a more inclusive environment by
increasing ally engagement
and
giving allies tools to be inclusive in the moment

Quick hit



+

Sustained effort



Poll: What is the level of ally engagement in your ERG?

- Mainly LGBT+ people participate – allies are not engaged
- A few allies participate but no formal ally engagement program
- Just beginning or planning to engage allies
- Allies are fully engaged and participate at every level
- Other

Poll 3 Results



Series of short videos released over the summer leading up to the Ally Workshop to build momentum

- Featured broad range of employees discussing:
 - Why is inclusive work environment important to them?
 - Why are they personally involved with Spectrum?
 - What roles do allies play in creating an inclusive work environment?
- Show video: Encouragement for employees hesitant to get involved

45% increase in membership

Ally Skills Basic Training

- 1.5 hour workshops
- Delivered 5 workshops in US & EU
- Native language
- 20 - 50 attendees per session
- 1-2 Facilitators



Developing Supportive Allies

During this workshop, attendees will:



- Gain insight into the challenges facing the LGBT+ community in the workplace
- Learn inclusive language to use in the workplace and why it matters
- Recognize opportunities to openly provide support to colleagues
- Build confidence and skills for speaking up in challenging situations and understand how this aligns with our core competencies
- Know how to demonstrate inclusion on a daily basis

Getting to Know You

1. Note on your index card (2 min)...

- Your job and what you do.
- The three most important people in your life.
- The three most important events that have occurred in your life.
- The three things you enjoy doing the most during your free time.

2. Pair up with someone you don't know well

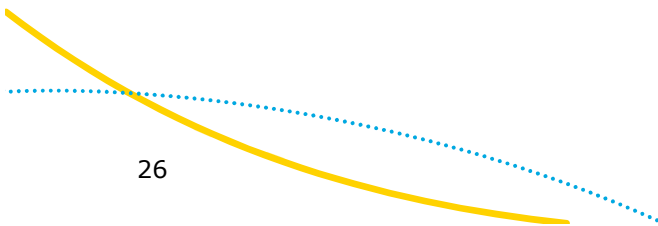
- Take turns introducing yourselves (2 min each)
- **You cannot discuss anything you wrote on your index cards.**



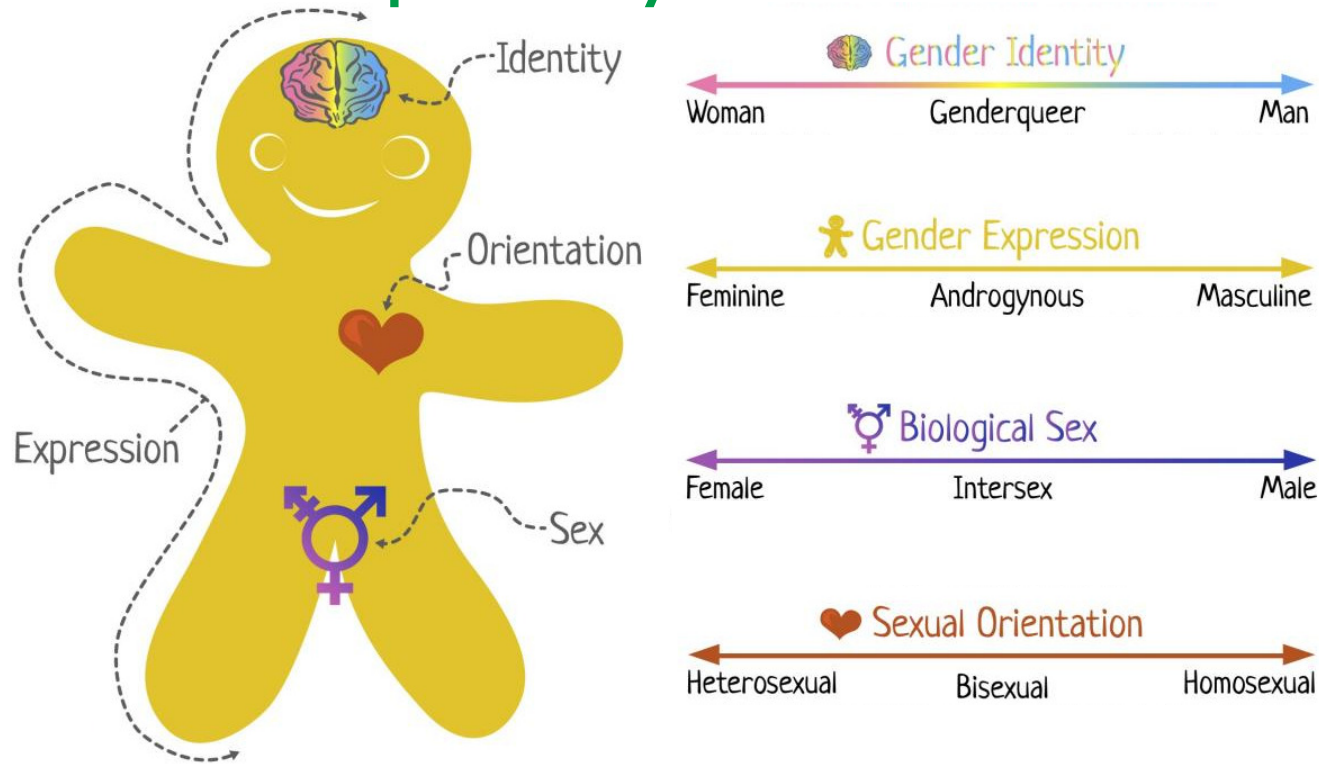
Icebreaker Debrief

- What was it like to do this exercise? How did you feel?
- What kind of effort did it take to hide your index card facts?
- What kind of relationship do you think you could create with your activity partner?

Unearned privilege and unconscious bias



Human complexity



27 Used with permission from Sam Killerman
www.ItsPronouncedMetrosexual.com

Behold, the Straight for Equality Ally Spectrum®:



28 From PFLAG National and the Straight for Equality Program



Playing the Ally Part: 3 Strategies

Steering:

Planning ahead and proactively directing the conversation to be more inclusive



Redirecting:

Bringing the conversation back to where everyone can participate



Speaking up:

Addressing negative or exclusionary behavior directly

Measuring Success

Ally Skills Workshop Surveys

"I was blown away"

"I learned practical skills"

"Everything was valuable and thought provoking"

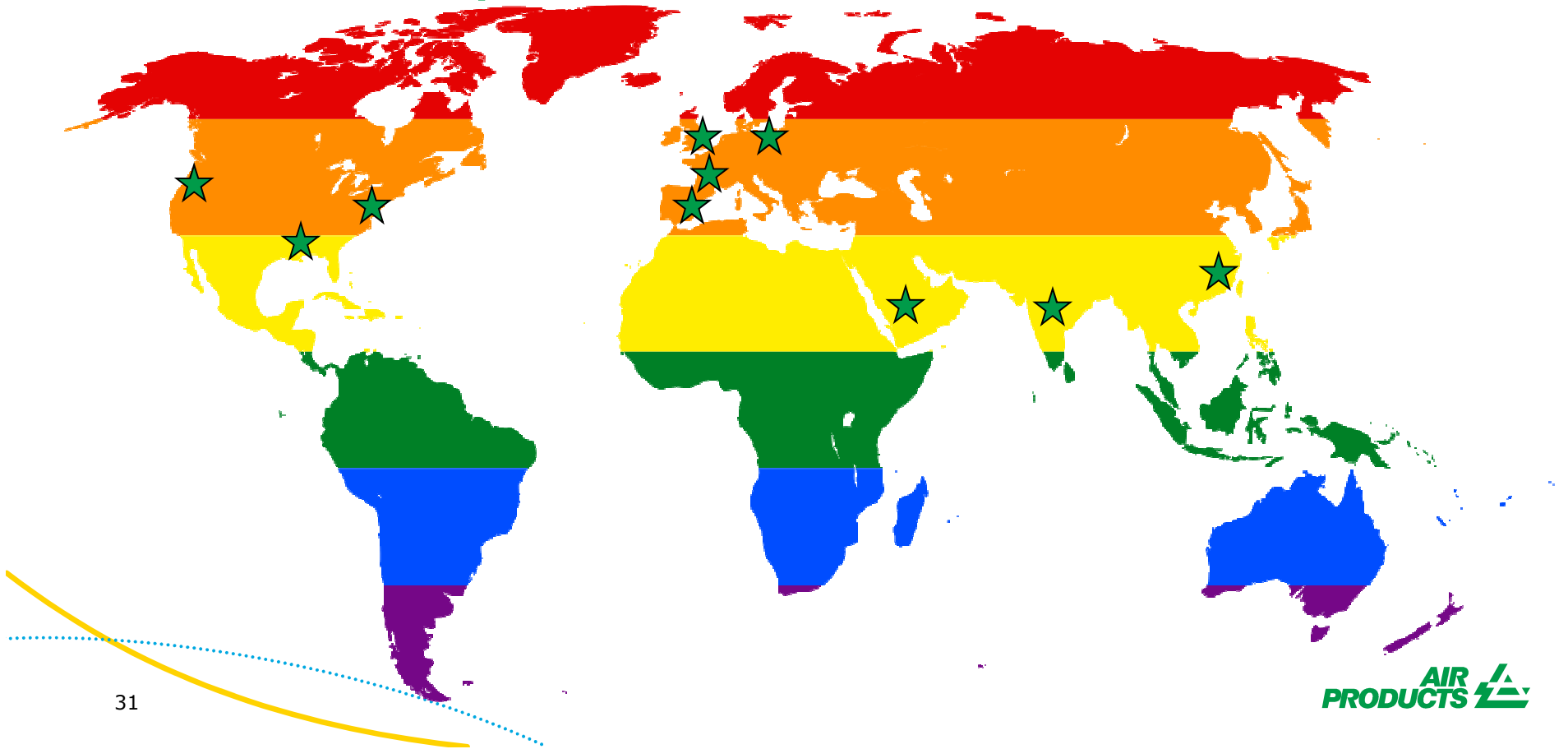
"Impressed with the content and activities"

"More time!"

"I really enjoyed the icebreaker"

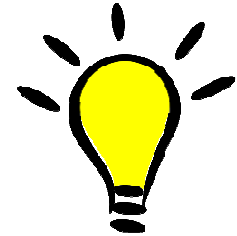


Global Impact



Intersectionality of Inclusion

Banding with other ERGs



- ERG leads attended Ally Workshop & had light bulb moment
- Ally concepts apply to all ERGs!
- Spectrum Ally Workshop being used as a model for building diversity champions throughout the organization

Inclusion Network

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for everyone's success



Our Journey: Creating Impact



Lesson Learned:

Get rid of stuff that zaps energy and focus on the critical few efforts that can create impact

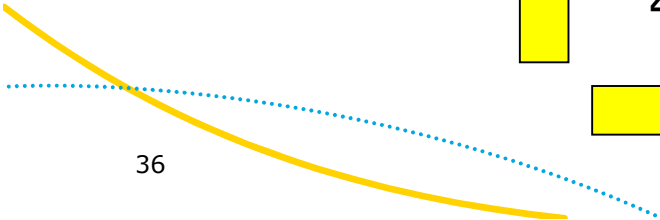
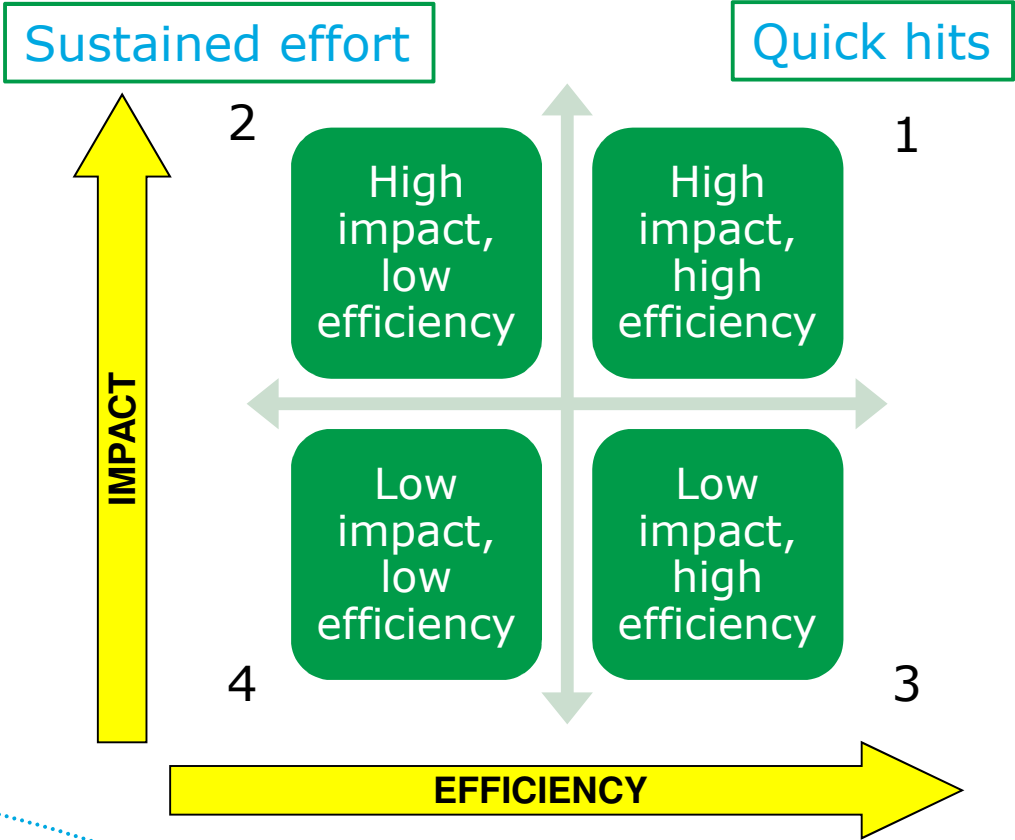
Now let's practice
prioritizing for
maximum impact

Prioritization practice

- ERG members can work together
- 3-5 person discussion groups
- Choose one strategic goal from handout
- Discuss and select two tactical goals
- Internally focused on making your own company more inclusive
- Debrief will review table discussion and challenges



Prioritization matrix





One strategic goal

Two tactical goals

Debrief



- Did everything match up to a strategic goal?
- Where did you get stuck?
- How do you think you might resolve these challenges with your ERGs?

Thank you
tell me more

O&E Workshop Survey

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