

ROCKWELL AUTOMATION CULTURE OF INCLUSION JOURNEY



Michele Matthai
Director, Culture of Inclusion

\$5,879.5M
Fiscal Year
2016
Total Sales

Serving Customers
Globally
80+
Countries


22,000+
with over 62% outside the U.S.

Our Mission

We improve the quality of life by making the world more productive and sustainable

Our Values

Customer
Innovation | Pursuit of Excellence | Speed | Integrity
People

Recognized for Innovation, Ethics, Sustainability and Our People

CATALYST
2017 AWARD WINNER

Catalyst Award Winner

Forbes
The World's Most
Innovative Companies

Top 100
Innovative Companies

BUSINESS
INSIDER

One of 25 Best Tech
Companies to Work
for in America

2016 WORLD'S MOST
ETHICAL COMPANIES™
WWW.ETHISPHERE.COM

World's Most
Ethical Companies

swe
Society of Women Engineers

Global
Leadership Award

BEST
PLACES TO WORK
2017 for LGBT Equality
100% CORPORATE EQUALITY INDEX

Human Rights
Campaign Corporate
Equality Index

Dow Jones
Sustainability Indexes

Most Sustainable
Companies

2017 Catalyst Award Winner

- On March 8, 2017, Rockwell Automation received the prestigious Catalyst Award in recognition of the transformation and results of our Culture of Inclusion journey since 2008
 - Honors innovative organizational approaches with proven, measurable results that address the recruitment, development and advancement of women
 - Over the past 30 years, 85 initiatives at 79 organizations from around the world recognized
 - This is a tremendous honor, enhancing our visibility in the business community as an employer of choice for women

CATALYST
2017 AWARD WINNER



Catalyst Award criteria

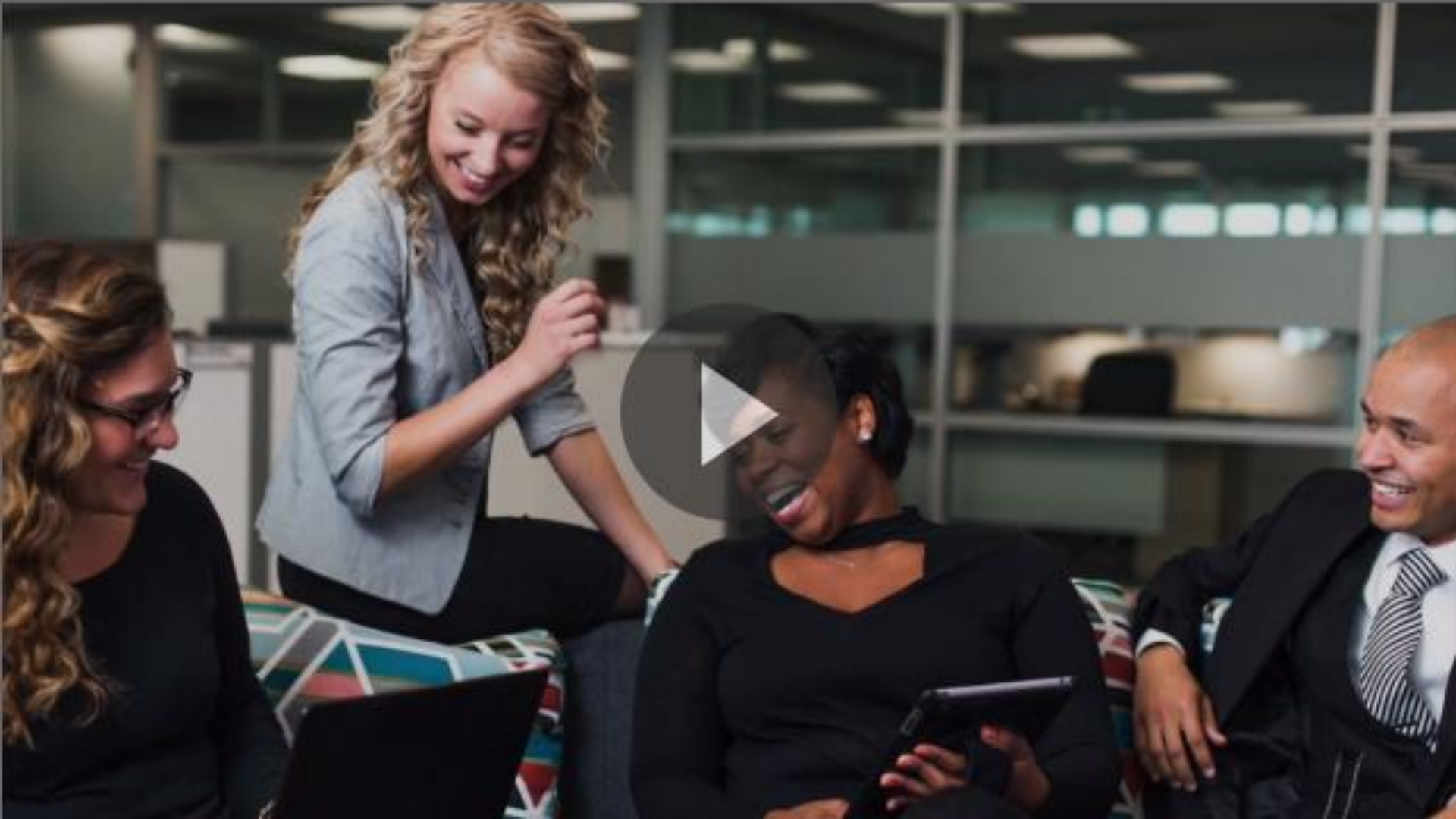
- Strategy & Rationale
- Senior Leadership Activities
- Accountability & Transparency
- Communication
- Employee Engagement
- Innovation
- Measurable Results

Key elements of our Culture of Inclusion approach

- Inclusion as a business imperative
- Engagement and support of senior leadership
- White men as allies
- Culture of Inclusion strategy
- Inclusion change teams
- Employee resource groups
- Ongoing skill building for managers
- Operationalizing and embedding Culture of Inclusion in our processes
- Influencing the electrical distribution industry
- Accountability of our leaders
- Improved representation results

The Rockwell Automation Story

Our Culture of Inclusion Journey



Culture of Inclusion

*Providing an environment where
all employees can do
their best work*

every employee. every day.



A Unique Approach at Rockwell Automation



Top Leaders

- Focuses initially on engaging top leadership, not just as executive sponsors, but as leaders who learn about, understand and work across differences.

Change Agents

- Our approach develops change agents throughout the company so our inclusion effort is rooted in the business, not in Human Resources.

Lasting Change

- New awareness and understanding of the experiences of others allow leaders and employees to see and address systemic barriers to diversity, inclusion and engagement, creating lasting culture change.

Our Journey



Summit for
Courageous
Leaders

Cultural
Assessments

White
Men as
Full
Diversity
Partners

Addressing
Barriers
and
Ongoing
Skill
Building

Operationalize
and Embed

Focus on
Building a
Diverse
Pipeline

Culture of Inclusion Strategy Highlights

PURPOSE

Create a differentiated culture that enables all of our employees to do their best work

ELEMENTS OF OUR STRATEGY

Awareness
& Learning



Understanding &
Removing Barriers



Creating
Differentiation

PRINCIPLES

- Ownership by businesses and functions (not HR)
- Engagement by white men

- Action/execution oriented
- Operationalize processes

- Measure our impact and progress
- Global approach, local customization

Culture of Inclusion Operational Structure

Executive Leadership

Board of Directors | CEO | SVPs
Vision | Sponsorship |
Accountability

Culture of Inclusion Center of Expertise

Roadmap | Strategy |
Connections

Inclusion & Engagement Change Teams

Region | Business | Function
Implementation

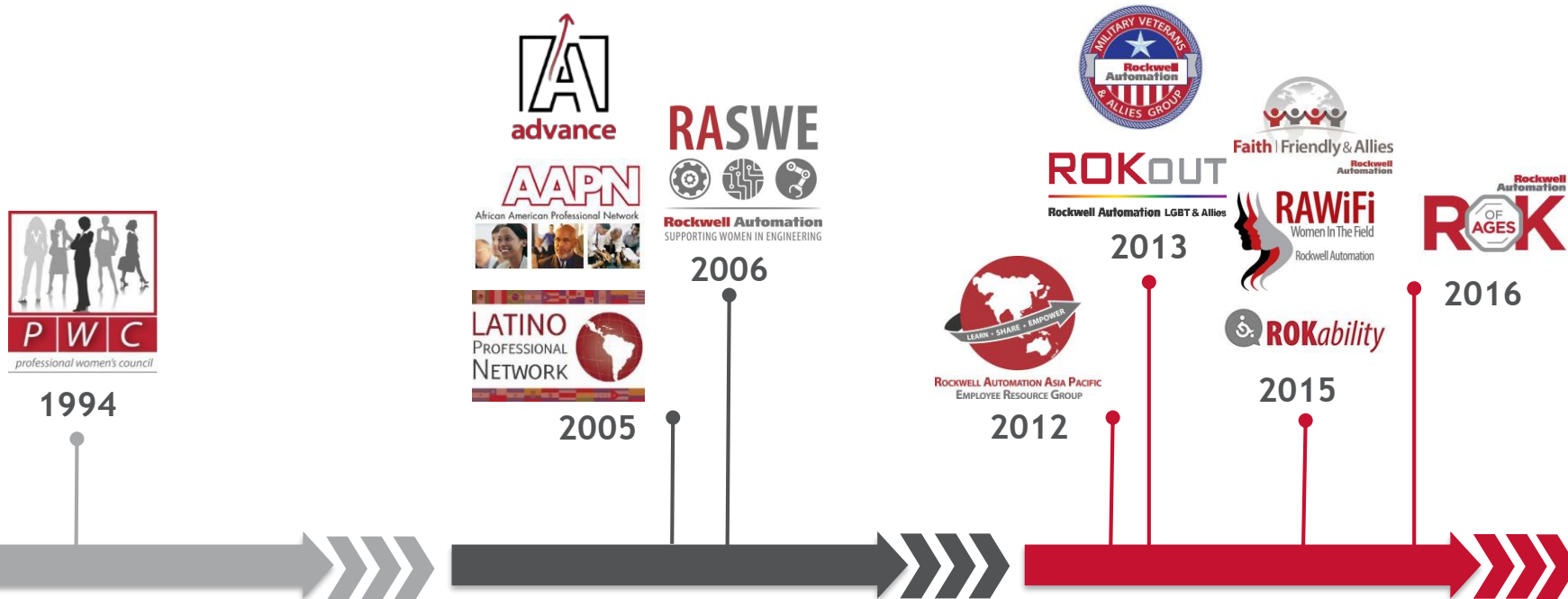
Employee Resource Groups

- 12 Groups | 3 Focused on women's career needs
- 31 Chapters
- 9 Countries
- Over 4,000 employees

Human Resources

Change management |
Metrics | Support

ERGs at Rockwell Automation



- ERG members have an Employee Engagement Index score of 83%; 4 points higher than our company average of 79%
- In addition, ERG members have a Global Inclusion Index score of 75%; 2 points higher than our company average of 73%

Women-based ERGs at Rockwell Automation



Professional Women's Council (PWC)

- **Mission**
Member-driven organization supporting Rockwell Automation women in achieving their career goals
- Approximately 730 Members
- 20 Global Chapters
CANADA | CLEVELAND | DALIAN | DOMINICAN REPUBLIC | EMEA | HARBIN | INDIA | INDONESIA | JAPAN | KOREA | LATIN AMERICA | MALAYSIA | MILWAUKEE | MONTERREY | PHILLIPINES | SHANGHAI | SINGAPORE | TECATE | THAILAND | VIETNAM |



Rockwell Automation Supporting Women in Engineering (RASWE)

- **Mission**
Supporting Rockwell Automation women in engineering and technology and future technical women
- Approximately 400 Members
- 1 Chapter - based in Milwaukee with remote membership



Rockwell Automation Women in the Field (RAWiFi)

- **Mission**
An organization that connects women, drives organizational change, and works toward increased female retention; ultimately making Rockwell Automation a place where everyone can do their best work.
- Approximately 500 Members
- 1 Chapter - based in U.S. with remote membership

Leadership

Personal Journey | Engagement | Accountability

Sue Shimoyama

VP, Global Sales and Marketing Operations

- Assimilation was the way to succeed, but now it is inclusion
- Partner with the dominant group - but “we don’t need fixing”
- This is a personal journey



Mick Mancuso

Director, Connected Enterprise Operations

- Father First
- Engage Leaders & White Men
- Be an Ally

WHITE MEN AS
FULL DIVERSITY PARTNERS
INSPIRING COURAGEOUS LEADERS GLOBALLY



**Rockwell
Automation**

Leadership

Personal Journey | Engagement | Accountability

Sarah Stepanski

Global Industry Group
Operations Manager

- There are so many ways to be involved!
- Look to lead and follow, share and learn...you will get as much as you give

Jeremy Peake

Sales Onboarding Program
Manager

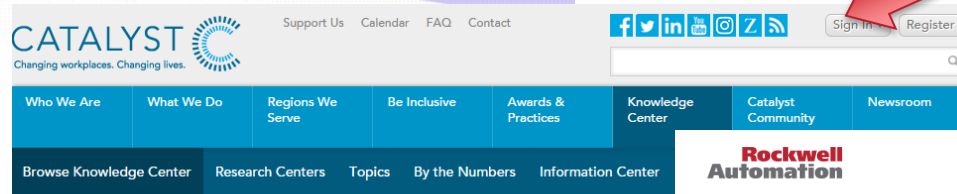
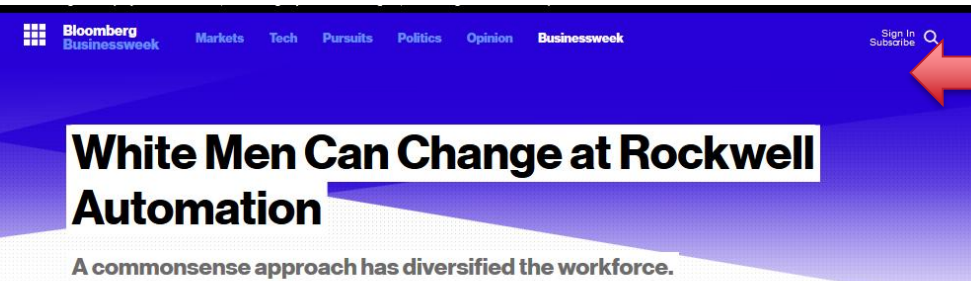
- This journey impacts everyone - including white males!
- Getting involved only requires a desire to understand
- Learning never stops



Learn More

Bloomberg article

catalyst.org



Knowledge Center Rockwell Automation—The Culture Of Inclusion Journey

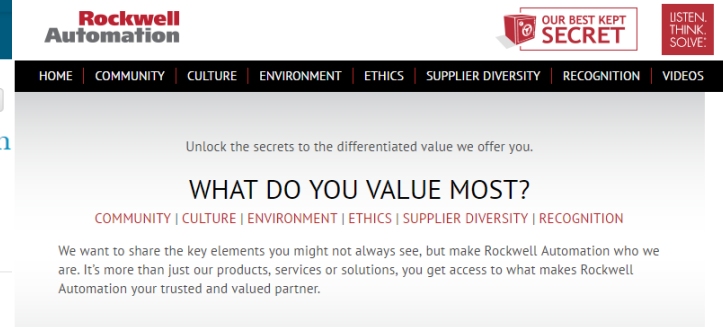
PRACTICE 0 Add a Comment

Topics: [Organizational Change](#), [Talent Management](#), [Women in Leadership](#)
Centers: [Corporate Practice](#)
Date: January 31, 2017

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The Culture of Inclusion (COI) Journey at Rockwell Automation is a culture-change initiative that comprises programs and strategies executed throughout the company's businesses and functions. In the United States, the initiative has impacted more than 8,000 employees in 100 locations. The comprehensive framework integrates different components to ensure that each individual contributor and leader plays an active role and is accountable for driving change throughout the company. A key element of this strategy is that, to make sustainable change, the dominant group—in this case white men—needs to be aware of the impact of their privilege, be engaged, and partner with women and underrepresented groups in a meaningful way.

The COI initiative began in 2007 with senior leaders renewing their commitment to diversity, inclusion, and engagement in response to employee data showing that women and people of color at the company had lower retention rates than white men. An approach was put in place to facilitate COI strategies and activities, including a newly created Center of Expertise. The Center of Expertise works with teams know



WHEN YOU SELECT A DRAWER IN THE SAFE BELOW,
YOU UNLOCK OUR BEST KEPT SECRETS IN EACH KEY AREA



<http://rabestkeptsecret.com/>

Culture of Inclusion Infographic

Culture of Inclusion at Rockwell Automation

Creating an environment where all employees can do their best work every day

Our Top-down, Bottom-up Approach to Culture Transformation



Key Anchors and Drivers of Our Culture of Inclusion Approach

Inclusion is a business imperative

"Our PEOPLE are the foundation of all we do, and creating an environment where everyone can do their best work is fundamental to our success." – Blake Moret, President and Chief Executive Officer

Our COI Strategy Framework

- 1 Awareness & Learning**
- 2 Understanding & Removing Barriers**
- 3 Creating Differentiation**

White Men as Full Diversity Partners (WMFDP) training provides awareness about dominant group dynamics and white male privilege

900+
leaders have attended
3,500+
employees have attended

Conscious and Inclusive Leader training helps managers mitigate the impact of bias in interactions and decision-making

600+
leaders have attended

8 Inclusion Change Teams
One in each business and function, with several smaller, regional teams have more than
225
employees actively involved globally

We are known as an employer of choice because of our Culture of Inclusion

External Thought Leadership

Organizations Want to Know More About Our Culture

We've presented our best practices to:



Employee Resource Groups

Enable the COI Strategy Via its Membership

12 ERGs with **31** chapters in **9** countries **4,000+** ERG members

Operationalizing and Embedding Culture of Inclusion

Culture of Inclusion is the essence of the way we do business. We keep processes globally framed and locally driven to create consistency - recognizing that one size does not fit all

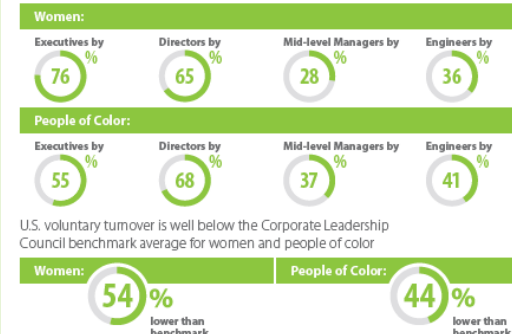
COI 3-year Roadmap and Priorities



Measurable Results

Building Our Pipeline

Since 2008, we've had significant gains in U.S. representation:



Recognition

Catalyst Research on Rockwell Automation

2012 study showed improvement on 5 key behaviors for inclusion:

1. Critical thinking about the experiences of different social groups
2. Taking responsibility for being inclusive
3. Inquiring across differences
4. Empathic listening
5. Addressing difficult/emotionally charged issues

2013 study identified 2 key differentiators of our inclusive culture:

1. Critical dialogue
2. Commitment to action

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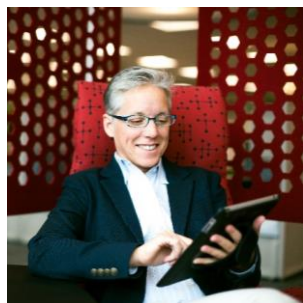
BEST
PLACES TO WORK
2017
FOR LGTBQ+ EQUALITY
100% CORPORATE EQUALITY INDEX

Perfect Score of
100% x 5
consecutive years

Global
Voices
ENGAGEMENT SURVEY

79% Employee
Engagement Score

73% Global
Inclusion Index
Both indices are 5 points higher than
global normative scores



...and we're not done yet