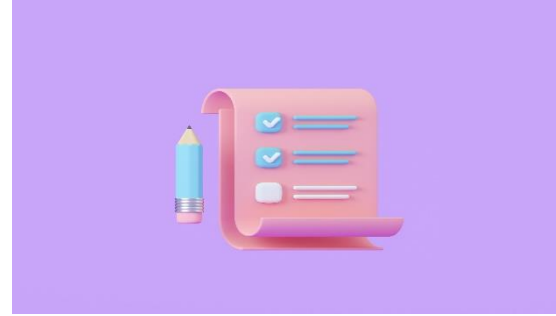


DIVERSITY, EQUALITY AND INCLUSION IN HENKEL, A MULTINATIONAL COMPANY

Patricia Cullen

▶ AGENDA

- My Bio - Who am I?
- Why DEI is important?
- What is Henkel about?
- Two big DEI initiatives at Henkel – Gender parity in SBU Innovation and DEI wider Initiative called United by Diversity Program
- Small changes make a difference – its all about culture! Example
- DEI is a journey
- Video reflection



Patricia Cullen - Background

Director ACM Global Product Development

Background

- BSc, PhD, in Chemistry, MBA & Strategic Marketing

Current Role & Location

Director Global Product Development based in Dublin, Ireland.

Work experience

- 36 years experience @ Loctite/Henkel
- Promoted through the technical positions within PD (Chemist/Snr Chemist/Scientist/Senior Scientist)
- Appointed Manger of Product Development in 1996.
- 2011-2014 in Rocky Hill NA as Head of AG NA Product Development
- 2017 – Placement in Shanghai, China.
- Current global roles in SBU Product Development





WHY IS DEI IMPORTANT?

BENEFITS



- **Greater innovation and creativity**
- **The business will be boosted**
- **Increased productivity**
- **More talent to choose from**



▶ HENKEL CONGLOMERATE AT A GLANCE

WHAT IS HENKEL ABOUT? ADHESIVES, BEAUTY, DETERGENTS

- **124 Nationalities**
- **50,000 Employees**
- **75+ Nationalities in Headquarter Germany**
- **56% from Emerging Markets**
- **4 Generations under one Henkel roof**

Baby	Boomers	(1946-1964):	9.7%
Generation	X	(1965-1980):	39.21%
Generation	Y	(1981-1996):	47.89%
Generation	Z	(1997-2012)	3.21%

I AM **UNIQUE.**
WE ARE **HENKEL.**



► HENKEL DEI

- We are deeply convinced that **gender diversity plays a decisive role when it comes to our success**: Gender diverse companies outperform their peers. It is also our social responsibility to ensure equal access to opportunities for all. Additionally, our investors, clients and consumers demand balanced teams.
- That is why we have decided to pursue a bold ambition: **We strive to achieve gender parity across all management levels by 2025.**
- We aim to reach a **significant step-up on our Top MC** as well as **build the pipeline for future leadership position** on the management levels below.

Overall, we are on a good track and have made considerable progress in the recent years, increasing the proportion of women **to today 39% across all management positions**. However, we also clearly see that even more needs to be done and we are fully committed to significantly accelerate our efforts.

▶ DEI AMBITIONS 2025 GENDER PARITY AMBITION



What did Henkel do? Two Approaches!

There is no one single solution here!



GENDER PARITY IN INNOVATION

INITIATIVE ONE: WOMEN IN SCIENCE AND ENGINEERING
(ADHESIVES)



▶ UNITED BY DIVERSITY

INITIATIVE TWO: FOCUS ON INCLUSION

DEI- United by Diversity program



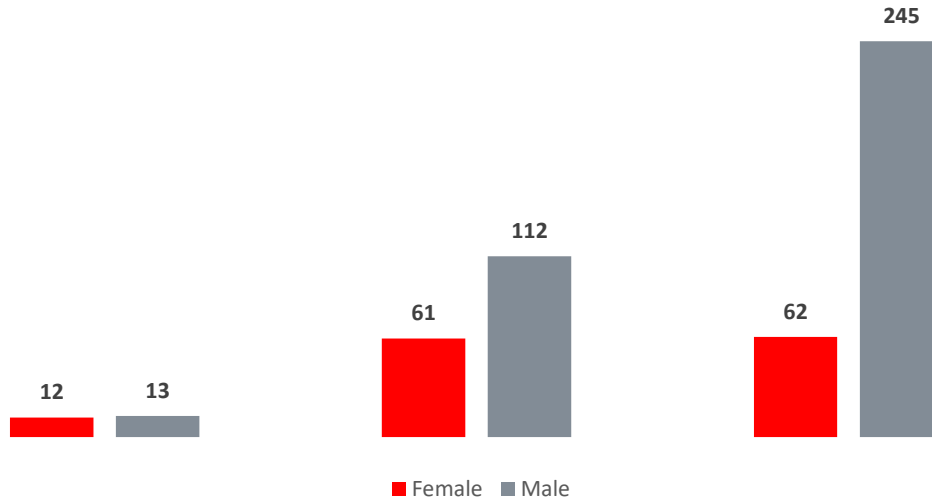
▶ WHAT DID WE DO? INITIATIVE ONE TACKLE GENDER WITHIN INNOVATION TEAM.



- Set up the WISE Program
- Our global team who supported WISE Initiative below.



Innovation Headcount by Gender - Example



WISE: Immediate Causes and Actionable Strategies for short term



Measure - KPI



Raise Awareness



Recruitment Training



Assess perceived
barriers to promotion
to higher MC levels

► WISE TEAM STRATEGY - WORKSTREAMS

1.

**Business Objective &
Accountability**

- Define targets for SBU & establish long term commitments

2.

Diversity Policies & Inclusion

- Change the “image” of a Technology employee through female role models

3.

**Recruiting, Promotion &
Hiring Practices**

- Establish gender neutral recruitment guidelines

4.

**Mentoring, Sponsoring
& Training**

- Development of eLearning

5.

Network or Affinity Groups

- Raise awareness of WISE across SBU community, build internal and external networks

► DIVERSITY POLICIES & INCLUSION

ROLE MODELS



- Aim: Change the "image" of a Technology/Engineering employee using female role model
 - "You can't be what you can't see"
- 15 Role Models already published
 - Very positive feedback
- Included D&I male advocates



► RECRUITING, PROMOTION & HIRING GUIDELINES



- Aim: Improving diversity by implementing recruiting best practice
- Rolled out to all Inno team managers/hiring managers in Q1 2021
- Track D&I metrics for all new SBU innovation hires globally (template).

Recruitment Process Overview

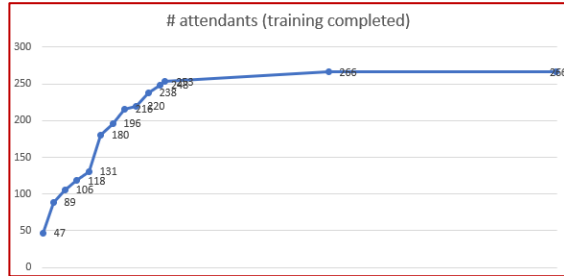
1. Hiring Request
2. Intake to Sourcing
3. Screening
4. Interviews & Selection
5. Hiring Decision & Offer Management



MENTORING, SPONSORING & TRAINING E LEARNING



- Aim: Raise awareness about our Initiative and D&I to Innovation Team
- eL rolled out in 2020 and completed in Q1 2021



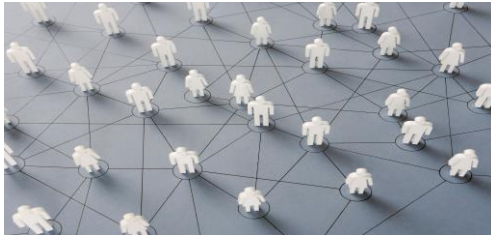
- WISE branded gadgets (rucksack & pen) entire SBU Innovation Community



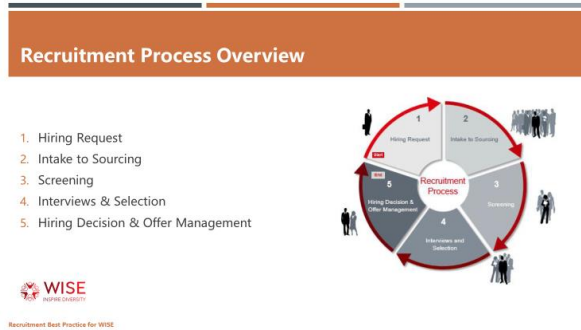
► NETWORK OR AFFINITY GROUPS COMMUNICATION



- Aim: Raise awareness of Initiative to Innovation Team
- Communication plan in place for all platforms.
- Newsletter launched Monthly
- Co operation with Corp Comm



► NEXT STEPS: WE CAN LEVERAGE ACROSS HENKEL.



- Role Model Interviews
- Recruitment Best Practice Guidelines
- eLearning
- Communications such as Articles, training, studies & more

▶ UNITED BY DIVERSITY

INITIATIVE TWO: FOCUS ON INCLUSION

DEI- United by Diversity program

ERGs (Employee Resource Groups)



► UNITED BY DIVERSITY CIRCLES AS EMPLOYEE VOICE

FIVE CIRCLES AS COMPLEMENTATION OF GENDER DEI AGENDA



01 Families

Ensure equal career planning and opportunities for all

02 LGBTQ+

Break-down the fear of the "unspoken"

03 Thinking Styles

Different thinking hats for impactful synergies across global teams

04 Culture & Recruitment

Hire and grow without borders by extending university footprint

05 Persons with Disabilities

Embrace each other's differences & empower people to develop to their full potential.

Small changes impact Culture – Example @ Henkel

‘Culture eats
strategy for
breakfast!’



D&I Moment proposal

DEI Moment affects Culture

- Needs to be every day discussion
- Important
- On the agenda
- Roll out DEI moments: 2-3 mins item on meetings agenda
- DEI Moment (common practise @ Pharmaceuticals)



Examples of DEI Moments



Depending on the meeting & agenda etc, it could be a 2 min DEI video on some related topic.



Introducing a new starter.



Feedback on an event that took place.



A DEI learning someone had (e.g. pronouncing some one's name)



A reflection on how well a x-functional team worked.



Just phrasing it as a DEI moment throws people & they don't know what to say at the start.



Important that the meeting host has one ready or maybe share a few examples when rolling it out & it will go from there!



WE ARE ON A DEI JOURNEY

DEI @HENKEL

- It's a journey
- No quick fix
- Deep within culture
- Needs both top down and bottom up commitment
- Started with Gender Parity and making significant progress
- Now looking more at Inclusion
- DEI Accreditation





VIDEO

REFLECTION ON INCLUSION

[All of Us, an award-winning video from our Unconscious Bias course. – YouTube](#)

<https://youtu.be/Z9I4jWLEPzg>



THANK YOU