

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

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

1,000+
leaders have attended

4,000+
employees have attended

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

1,350+
leaders have attended

2

Understanding & Removing Barriers

8

Inclusion Change Teams

One in each business and function, with several smaller, regional teams have more than

250

employees actively involved globally

3

Creating Differentiation

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

13 ERGs with **55** chapters in **20** 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



Strategic Framework & Metrics for Inclusion



Unconscious Bias



Inclusive Leaders



Employment Value Proposition



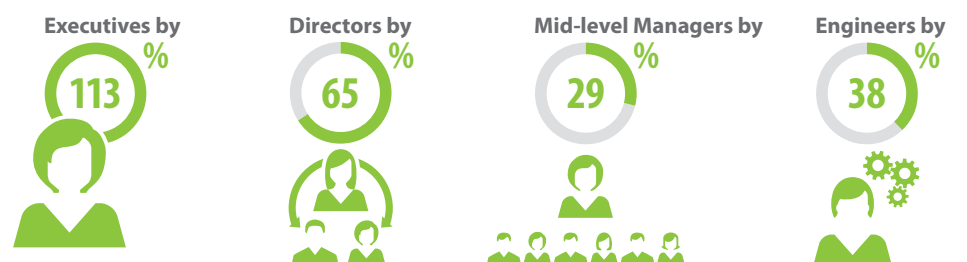
Talent Management; Succession Planning & Pipeline Development

Measurable Results

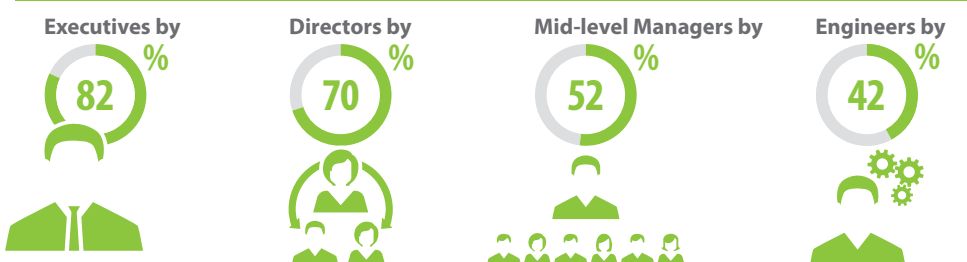
Building Our Pipeline

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

Women:



People of Color:



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
HUMAN RIGHTS PLACES TO WORK
2018 for LGBTQ Equality
100% CORPORATE EQUALITY INDEX

Perfect Score of **100% x 6** consecutive years

Global Voices
ENGAGEMENT SURVEY

79% Employee Engagement Score

73% Global Inclusion Index

Both indices are 5 points higher than global normative scores