

Welcome to our Allyship Program

Building an Inclusive Workplace for All

Session 1: Aware



Be You



**Workplace
Pride**

THE INTERNATIONAL PLATFORM
FOR LGBTIQ+ INCLUSION AT WORK



**Workplace
Pride**
LEARNING AND
DEVELOPMENT

Welcome!

Aim of today's session:

Understand your own **personal starting point** in the Inclusion & Belonging journey and identify what it means to **practice 'awareness'** as an ally.



Allyship is a journey

We are here



Aware

- I reflect on my own experiences and my connection to Inclusion & Belonging
- I actively listen to understand the unique challenges people face
- I acknowledge my biases and advantages

Visible

- I visibly demonstrate my commitment to Inclusion & Belonging
- I actively support the inclusion of all underrepresented groups through words and actions
- I use inclusive language, and show up as a visible ally

Active

- I challenge exclusionary behaviors and systems
- I engage in Inclusion & Belonging conversations – even difficult ones
- I foster Inclusion & Belonging in daily actions

Advocate

- I create space for underrepresented voices to be heard and respected.
- I bring others on the allyship journey
- I amplify others to foster Inclusion & Belonging

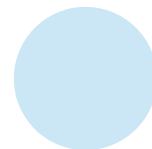


01 Your **personal connection** to Inclusion & Belonging

02 Allyship **in action**

03 Practicing **Awareness**

04 Wrap up & **Next Steps**

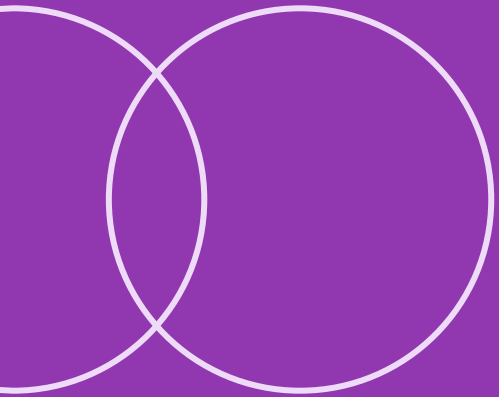


This is a safe space!

internal



01 Your personal connection to Inclusion & Belonging



Who are you?



Breakout exercise

How do people get you wrong?

In your breakouts:

- When have people 'got you wrong'?
- Share examples in your group

10 min



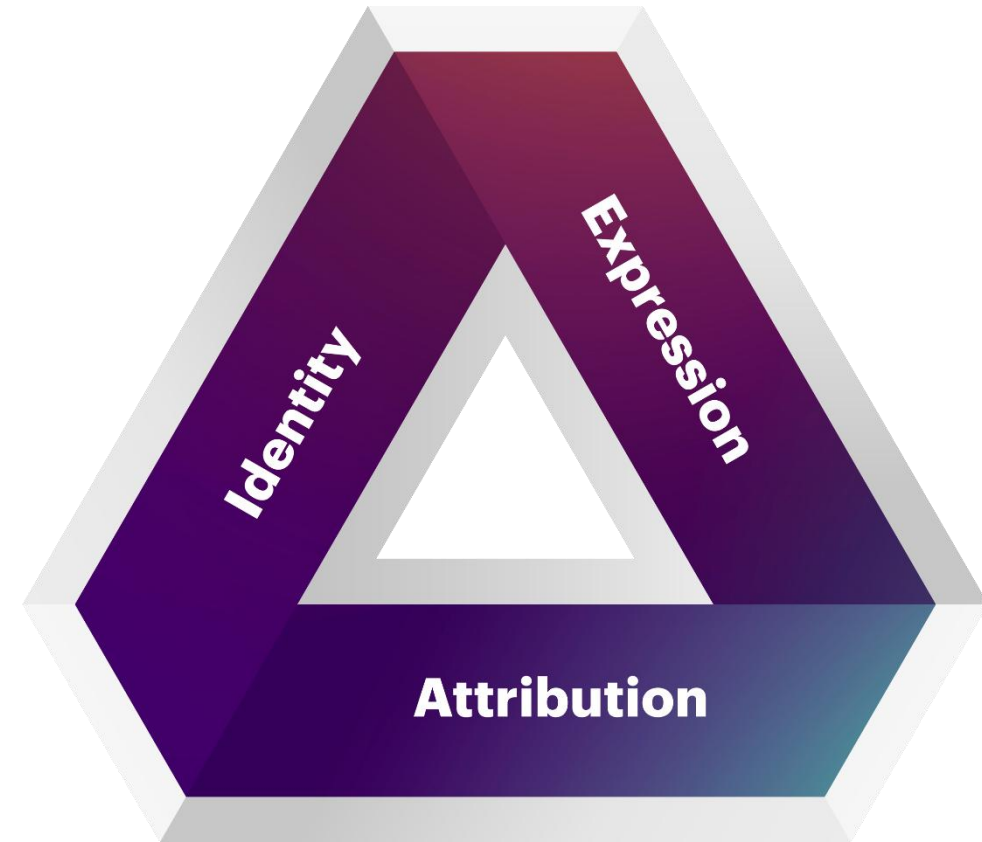
How do people get you wrong?

Plenary discussion

- **What came up in your breakouts – share an example**
- **What did you notice, about how people got you wrong?**



- **Identity:** “Who am I?”
- **Expression:** “How do I express my identity/identities?”
- **Attribution:** “How do others judge/see/evaluate me?”





A colleague asks a gay man or a lesbian woman:

“So, who’s the man in your relationship?”

Some people assume heterosexual norms and gender roles within LGBTIQ+ relationships.

A colleague reacts to a woman leader:

“Oh, you’re the team manager?”/“Can I speak to someone more senior?”

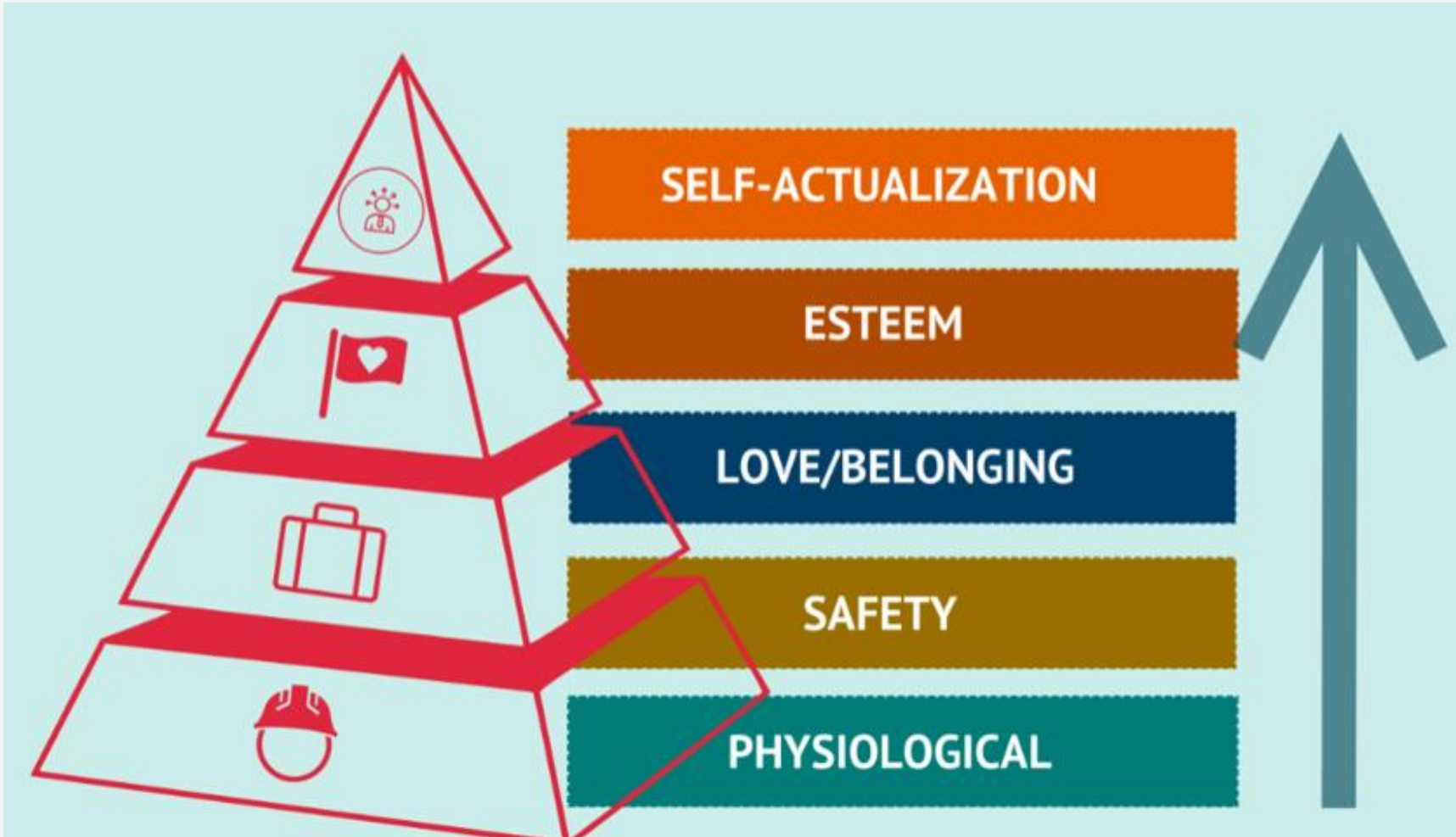
Assumes leaders look a certain way; Reinforces stereotypes about leadership and signals she isn’t senior/credible.

”

Let's talk about psychological safety

Maslow's Hierarchy of Needs In A Nutshell

Maslow's Hierarchy of Needs was developed by American psychologist Abraham Maslow. His hierarchy, often depicted as a pyramid, explains basic human needs and desires. In marketing, the hierarchy (and its basis in psychology) can be used to target specific groups based on their distinct needs, desires, and resulting actions.



Psychological Safety

If you change the nature and quality of the conversations in your team, the quality of your outcomes increases exponentially.

Psychological safety is the core component to unlock this.

Psychological
Safety



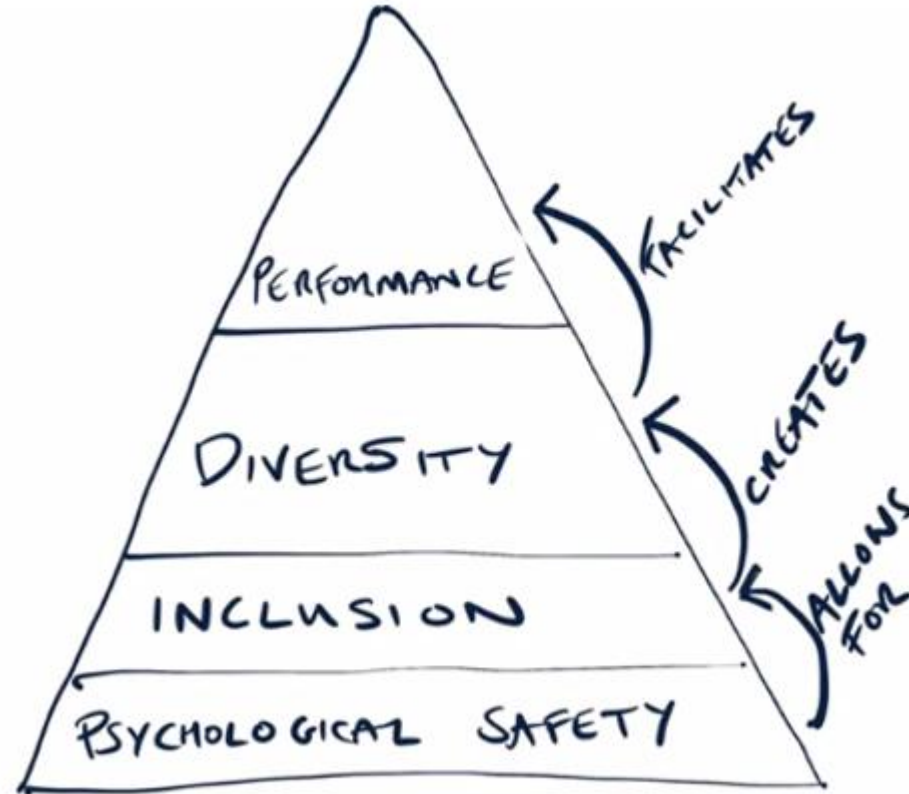
“a belief that **one will not be punished or humiliated for speaking up** with ideas, questions, concerns, or mistakes, and that **the team is safe** for interpersonal risk-taking”

-Amy Edmondson

 <h2 data-bbox="728 262 1161 482">This is Psychological Safety</h2> <ul data-bbox="728 582 1230 1136" style="list-style-type: none">Freedom to share thoughts.Expressing concerns.Allocating tasks and coaching when needed.A space where people feel a sense of ease and support.Taking measured risks after considering possible scenarios.Everything is considered.	 <h2 data-bbox="1327 262 1760 482">This is NOT Psychological Safety</h2> <ul data-bbox="1327 582 1829 1176" style="list-style-type: none">Saying anything you want.Letting your emotions go as you please.Leadership taking a Laissez-faire approach.A space free of any inner discomfort.Taking risks and hoping for the best.Everything is tolerated.
--	--

Psychological safety is the foundation of inclusion

internal



Psychological safety can only exist in an inclusive culture, and an inclusive culture requires the psychological safety to speak up against non-inclusive behavior.


What is psychological safety?

It is a state where **you feel confident** that your team members won't reject, disregard or punish you for your statement.

It is a state where **you feel free to share your opinions,** ideas and feelings with anyone in the team.

It is a state where there is **a shared sense of security** that the statements or suggestions made by team members will not damage their relationships.

Everybody benefits from a psychologically
safe workplace.

A close-up photograph of a person's hands holding a large, heart-shaped sign with the rainbow flag colors. The sign is held in front of a blurred crowd of people. The text 'How do we play a role as an ally?' is printed in white on the yellow stripe of the heart. The person holding the sign has green nail polish and is wearing a rainbow-colored wristband.

How do we play a
role as an ally?

02 Allyship in action







What does it mean to be an ally?



“Allyship is a verb, not a noun”



Share a story: when have
you seen allyship in action?



“

Allyship in the workplace is about **using your voice** to help create a **safe and inclusive** environment **for others.**”

”



When a colleague makes a biased remark, an ally responds: *“That comment could make people uncomfortable. Let’s keep our space respectful.”*

Or, you can simply say:
“what do you mean by that?”

03 Practicing Awareness



Spot the allyship trap(s)

1. When I came out a colleague they said **"I knew you were gay!"**
2. **"You don't even look gay."**
3. **"My niece is also a lesbian."**
4. **"You're too pretty to be a lesbian."**
5. **"I'm fine with it but maybe don't talk about it at work."**



Deep dive into Challenge: The Pivoting technique

internal

Pivoting boosts the confidence of the person targeted by the microaggression and saves the face of the person who said/did it. The purpose is to call out an exclusive behavior, or microaggression, and move on in a more positive way.

Tips

- **Assume positive intent**
- **Challenge the behaviour, not the person**
- **Offer constructive alternatives**

Examples

Someone makes assumptions about a colleague's ability without checking:
"Are we making any assumptions here?"

When someone else is interrupted:
"I'd like to hear more about that from___'s perspective."

When someone mispronounces your name:
I prefer to be called___"

Ally actions start with becoming “Aware”

internal

You (internal)

- Examine your intentions
- Educate yourself
- Own your advantages

Others (interpersonal)

- Be open to feedback
- Exercise active listening
- Share the responsibility

In our organization (systemic)

- See something? Say something
- Challenge systems, not individuals
- Refer to our Code of Business Ethics, and Inclusion & Belonging policy and standard

[Further Resources here](#)

04 Wrap up & next steps



Ally Aware: Practical actions

Reflect on a time when you hesitated to act as an ally. What would you do differently now?



Share one learning
you'll take back to
your colleagues



We bring progress to life

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Building an Inclusive Workplace for All

Session 2: Visible



Be You



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LEARNING AND
DEVELOPMENT

Welcome!

Aim of today's session:

Explore what it means to *be visible* as an ally and demonstrate commitment to Inclusion & Belonging by actively supporting underrepresented groups through **words and actions**.



Allyship is a journey

We are here



Aware

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Active

- I challenge exclusionary behaviors and systems
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- I foster Inclusion & Belonging in daily actions

Advocate

- I create space for underrepresented voices to be heard and respected.
- I bring others on the allyship journey
- I amplify others to foster Inclusion & Belonging

Agenda

- 01 **Visible** Allyship framework
- 02 Practicing being **Visible**
- 03 Wrap up & **Next Steps**



This is a safe space!

internal





Reflections since “Aware”?



“

Allyship in the workplace is about **using your voice** to help create a **safe** and **inclusive** environment for **others**.

”





“

Allyship is a **verb**, not a noun

”





**Share: What
signals/signs have you
noticed that indicate
allyship?**



What does “Visible” allyship mean to you?

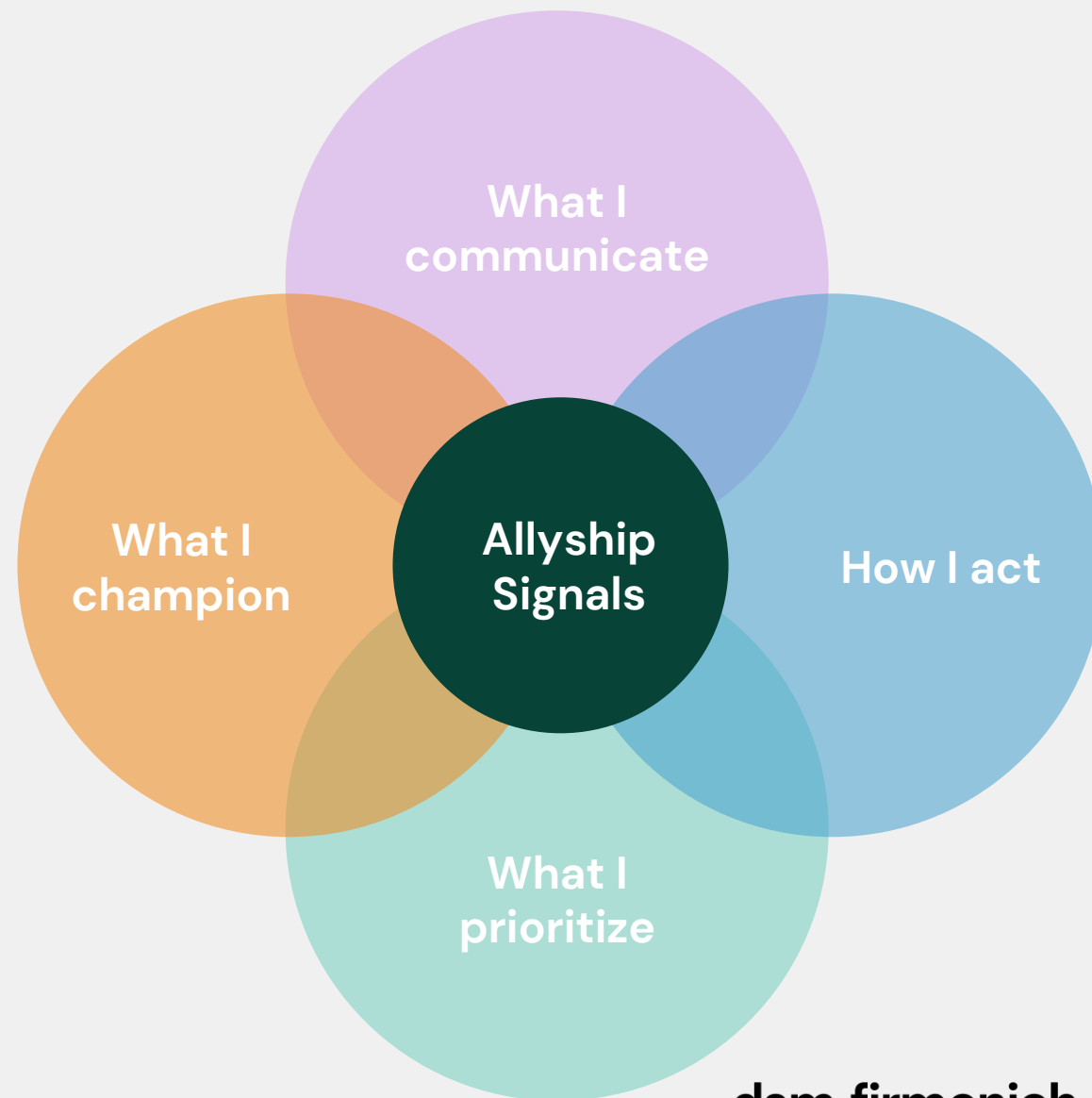
Allyship is taken in a different way, maybe we should ask those who we are supporting to describe an ally to us. we might not have the right perception and that is space where we can do more actively



Your Allyship 'signals'

How your influence shapes culture!

What you communicate, how you act, what you prioritize and what you champion all casts a powerful shadow over your organization. These are the powerful 'signals' of visible allyship.



How do I enhance my **visible** allyship?

What I communicate

Written & non-verbal cues.
The context you set as you send a message

Examples

Add pronouns in your email signature

Share personal reflections on your allyship journey to model vulnerability and growth.

How I act

Behaviors, interactions and actions.
The example you set for others

Speak up when you witness bias or exclusion

Sponsor diverse talent for stretch assignments and leadership pipelines.

Attend ERG events and stay engaged—not just as a guest, but as a learner and advocate.

What I prioritize

What you value.
The consistency in your goals and the people you spend time with

Participate in ERG activities

Make time for mentoring or peer support.

Review talent data to address gaps in representation and progression.

What I champion

What networks you join.
What channels you participate in, what symbols you display

Bring colleagues along on the allyship journey.

Display visible signs of support (e.g., pride lanyards, Teams backgrounds).

Create shared accountability for inclusion across leadership teams.

Keeping up with the struggles: Aisha's story.

Meet Aisha!



Aisha recently joined dsm-firmenich as a data analyst. She is a young, queer woman of color who also lives with hearing impairment. While she's excited about her role, she often feels unsure if her voice will be heard in team discussions or whether her colleagues will be inclusive.

1 When she arrived at a meeting, the only seats available were far from the screen and the speaker. Also, the meeting started in Dutch until she asked to switch to English. When she gave input in the topic, someone tried to talk over her.

2 During lunch time, she's sitting alone while her team members are two tables away. Once finished, she met one of her teammates and ask about her weekend: "I see you have a wedding ring, who is the lucky guy?".

3 When planning the activities for the team, Aisha noticed that she has been assigned the low priority tasks because she is "too young" to take responsibilities on more complex projects.

4 Aisha tells her team she's joined the **Diverse Abilities ERG** and asks for a 2-minute update at the next meeting. She's told it's "not a priority". No one acknowledges her request.

Breakout exercise

Imagine you are Aisha's colleague.

In your breakouts:

- Each breakout room focus on at least one scenario (1-4)
- Pick one of the scenarios, and think what would you do as a **visible ally**?
- Brainstorm different possibilities on what you can do.
- Come back with at least one concrete idea to share.



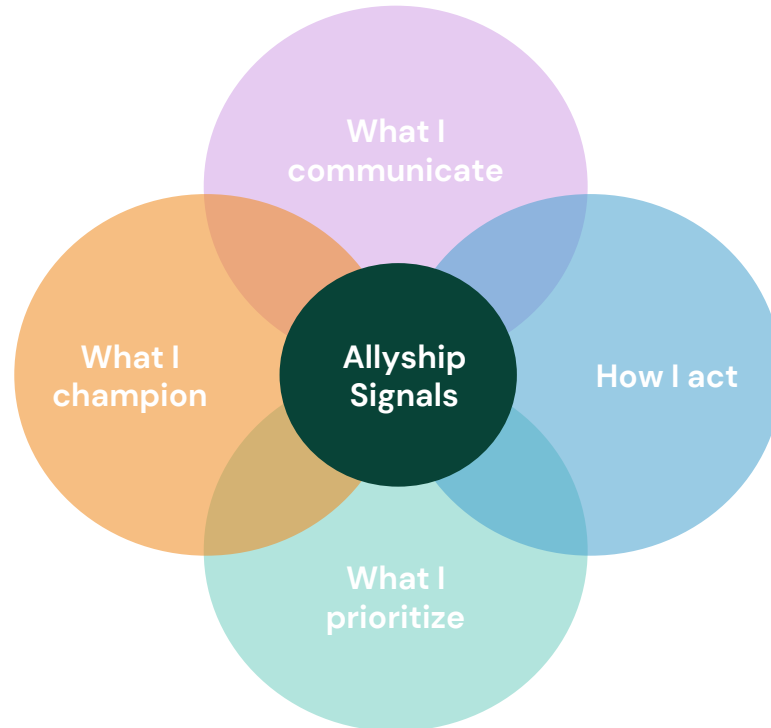
15 min



Allyship signals

Plenary discussion

- What's *one* concrete allyship action your group came up with?
- Which of these signals feels *harder* to do, and why?



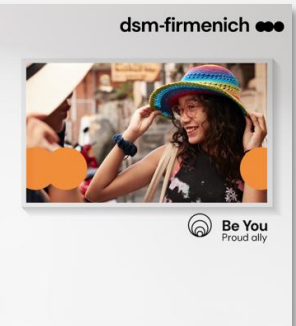
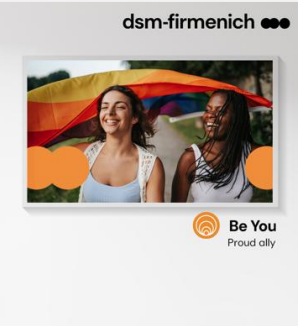
02 Practicing Visibility

Allyship in Action: Supporting Our ERGs

Show your Pride with our Physical Assets



Show your Allyship Online



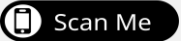
"Proud Ally" Teams backgrounds

Join and amplify our ERGs

Women Inspired Network	Diverse Abilities	Be You	Race, Ethnicity & Nationality	Generations
<p>We bring progress to life</p> <p>Join our Global Women Inspired Network (WIN) Employee Resource Groups*!</p> <p> Women Inspired Network</p> <p><small>*Employee Resource Groups are internal networks of colleagues, with shared interests, and goals.</small></p>	<p>We bring progress to life</p> <p>Join our Diverse Abilities Employee Resource Groups*!</p> <p> Diverse Abilities</p> <p><small>*Employee Resource Groups are internal networks of colleagues, with shared interests, and goals.</small></p>	<p>We bring progress to life</p> <p>Join our Be You Employee Resource Groups*!</p> <p> Be You</p> <p><small>*Employee Resource Groups are internal networks of colleagues, with shared interests, and goals.</small></p>	<p>We bring progress to life</p> <p>Join our Race, Ethnicity & Nationality (REN) Employee Resource Groups*!</p> <p> Race, Ethnicity & Nationality</p> <p><small>*Employee Resource Groups are internal networks of colleagues, with shared interests, and goals.</small></p>	<p>We bring progress to life</p> <p>Join our Generations Employee Resource Groups*!</p> <p> Generations</p> <p><small>*Employee Resource Groups are internal networks of colleagues, with shared interests, and goals.</small></p>



[Download our digital assets](#)



Ally Visible – Practical Actions

What is one **action** that you will take to become a **visible** ally at work?



We bring progress to life

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Building an Inclusive Workplace for All

Session 3: Active



Be You



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**Workplace
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LEARNING AND
DEVELOPMENT

Welcome!

Aim of today's session:

Turn allyship into **action** – challenge exclusionary behaviors and systems, engage in Inclusion & Belonging conversations, and commit to **concrete steps** that create everyday impact.



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We are here



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Active

- I challenge exclusionary behaviors and systems
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- I foster Inclusion & Belonging in daily actions

Advocate

- I create space for underrepresented voices to be heard and respected.
- I bring others on the allyship journey
- I amplify others to foster Inclusion & Belonging

Agenda

- 01 Strengthening **Allyship Action**
- 02 Practicing **Action**
- 03 Wrap up & **Next Steps**



This is a safe space!

internal





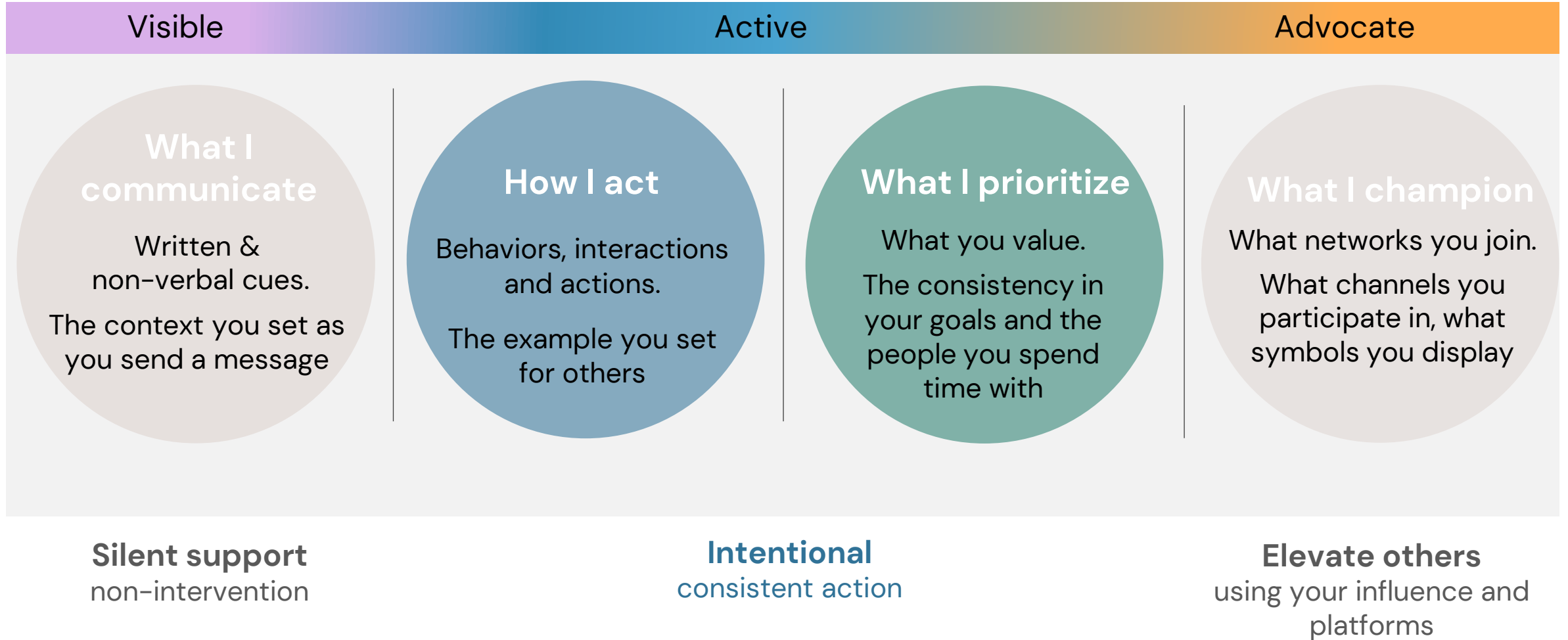
Reflections since “Visible”?

01 Strengthening Allyship Action



How do I enhance my **active** allyship?

internal



Understanding your superpower!

internal

If you are Heterosexual...

Emotionally and/or sexually attracted to the opposite sex

You can freely :

- Talk openly about your partner.
- Express affection in most social situations.
- Positive, accurate media representation of people with whom you can identify.
- Share joint child custody without additional barriers.
- Have your basic civil rights protected.

If you are CIS Gender...

Gender identity matches the sex assigned at birth

You can freely :

- Use public restrooms without fear of verbal abuse, physical intimidation, or arrest.
- Walk through the world and generally blend in, not being constantly stared.
- Your identity was not formally (until 2013) considered as a mental pathology.



Similar superpowers exist across identity dimensions such as race, ethnicity, nationality, disability, age, socioeconomic background, neurodiversity and more.

Types of allyship actions

Individual



Our actions to educate ourselves, model good behavior, or change our mindset

Interpersonal



Our actions to support, surface issues or push for changes through our day-to-day interactions with others

Structural



Our actions pushing for change in norms, policies, or systems

From Intent to Practice: Fostering Inclusive Meetings

Individual



Interpersonal



Structural



From Intent to Practice: Fostering Inclusive Meetings

internal

Individual



- ✓ Share your pronouns
- ✓ Use inclusive language
- ✓ Observe group dynamics
- ✓ Challenge your bias

Interpersonal



- ✓ Reduce interruptions
- ✓ Give credit
- ✓ Invite more voices

Structural



- ✓ Distribute speaking time
- ✓ Ensure meeting environments are accessible
- ✓ Create systems to distribute "office housework"



Leaders and People Managers have greater influence — and greater responsibility. The way you role-model inclusive behavior sets the tone for your team.

How can you Act?

Speak up



- **Speak up** when witnessing bias, microaggressions, or exclusionary behavior.
- **Challenge** systemic barriers and advocate for inclusive policies and practices.

When you hear something exclusionary, ask the person a question about their assumption or belief.

Amplify Voices



- **Use your voice** to amplify marginalized voices in meetings, projects, and discussions.
- **Share opportunities**, give credit, and uplift underrepresented perspectives.

I'd like to hear more about that from _'s perspective.

_'s idea sounds great. Can you tell us more about that?

Continues Learning



- **Commit to continuous learning** (e.g., attending Inclusion & Belonging events, learning about bias).
- **Support ERGs** and mentor individuals from under-represented backgrounds.

Share learnings from the Allyship workshops or ERG meetings with colleagues who aren't involved.

What can we do to mitigate Bias?

internal

**Flip it and
test it**

**Ask
questions**

**Examine
assumptions**

**Pause and
Think**



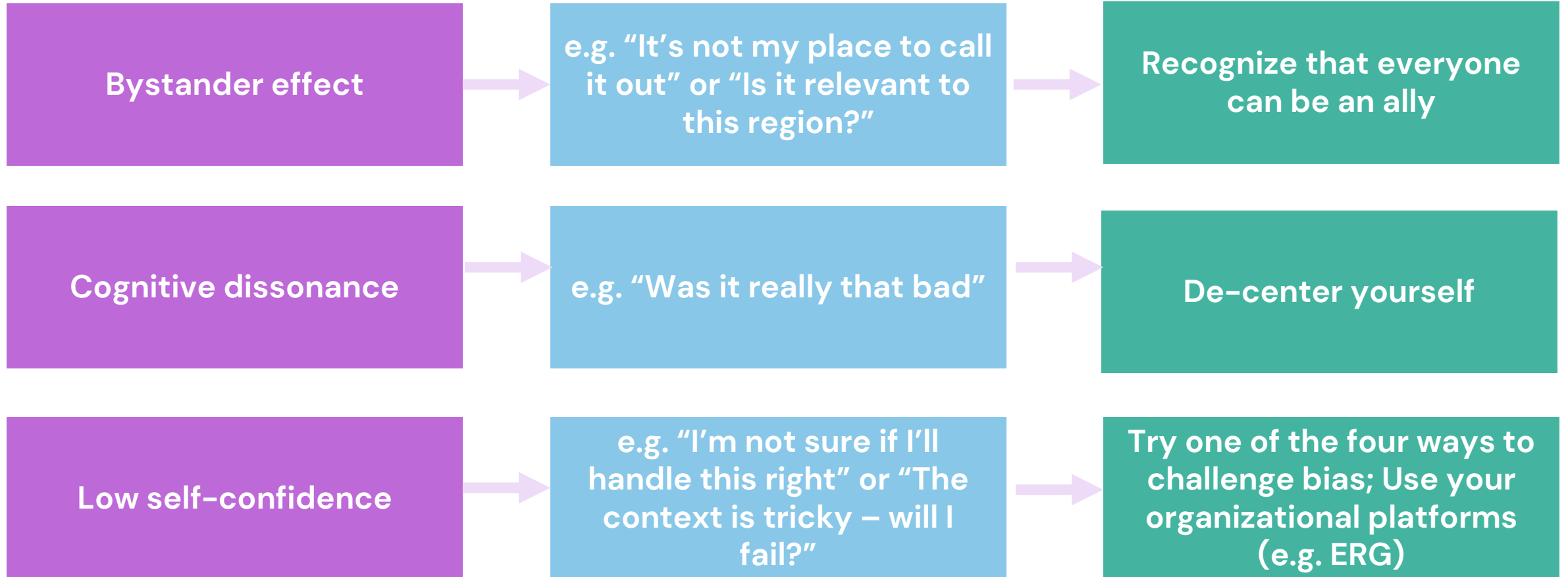
What stops us from taking action?



What can enable us to act?

What stops us from taking action? And what can enable us?

internal



02

Practicing Action



Deep dive into Challenge: The Pivoting technique

internal

Pivoting boosts the confidence of the person targeted by the microaggression and saves the face of the person who said/did it. The purpose is to call out an exclusive behavior, or microaggression, and move on in a more positive way.

Tips

- **Assume positive intent**
- **Challenge the behaviour, not the person**
- **Offer constructive alternatives**

Examples

Someone makes assumptions about a colleague's ability without checking: "Are we making any assumptions here?"

When someone else is interrupted:
"I'd like to hear more about that from ___'s perspective."

When someone mispronounces your name:
I prefer to be called ___"

What would you do?

internal

Pick 1-2 scenarios

1

You overhear members of your team making unprofessional comments about Rich, referring to him as “so gay” in relation to the way he speaks.

2

During a team lunch, the conversation turns to weekend plans. One colleague, Maya, mentions attending a Pride event with her girlfriend.

Another team member, Tom, responds: 'Wait a minute? Didn't you have a boyfriend before? Are you bisexual?'

3

In a project debrief, a colleague shares that he felt dismissed in a client conversation. He feels it may be linked to his ethnic or cultural background.

Another team member replies:

“Are you sure? I don't think it was about that. You're overreacting.”

4

Your team is planning a customer event. The women on the team are asked to “take notes”, and “welcome the guests”, while the men are asked to present and lead the client discussion.

Challenging Situations

When an open and honest dialogue with the person involved doesn't resolve it – or you don't feel safe to address, share your concern with:

1. Your manager
2. Your local HR Business Partner
3. Business Ethics team
4. [SpeakUp](#) platform

You can feel safe reporting any issue or concern. No individual will face consequences for reporting a good-faith concern or participating in an investigation process.



What is one **action** I will start to take?



- 4th December: Our final session: **Advocate**

What's
next

We bring progress to life

Welcome to our Allyship Program

Building an Inclusive Workplace for All

Session 4: Advocate



Be You



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**Workplace
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LEARNING AND
DEVELOPMENT

Welcome!

Aim of today's session:

Explore what it means to **advocate for others** – and how you can **champion** and **inspire** more people to join the allyship journey.



Allyship is a journey

Aware

- I reflect on my own experiences and my connection to Inclusion & Belonging
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Visible

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We are here

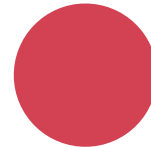


Advocate

- I create space for underrepresented voices to be heard and respected.
- I bring others on the allyship journey
- I amplify others to foster Inclusion & Belonging

Agenda

- 01 **The Advocate role** for Allies
- 02 How we **Advocate**
- 03 Practicing **Advocacy**
- 04 **Reflecting** on your journey & **Next Steps**



This is a safe space!

internal



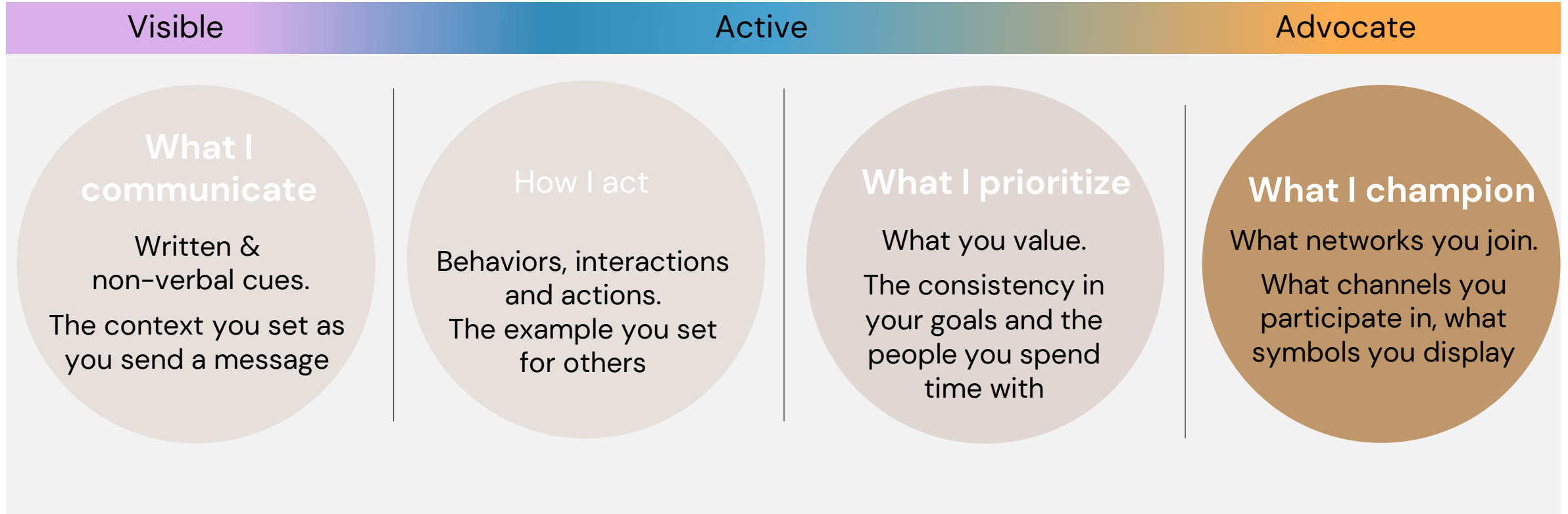
Reflections since “Active”?

01 The Advocate Role for Allies



How do I enhance my **advocate** allyship?

internal



Silent support
non-intervention

Intentional
consistent action

Elevate others
using your influence and platforms



An advocate actively uses their influence to support, elevate, and amplify others – and inspires more people to step into allyship.

Advocacy means to **RISE** Together



R

Role model
inclusive behaviors
and values

- Ask, don't assume – show curiosity.
- Admit mistakes openly and show willingness to learn
- Notice who speaks most and invite quieter voices in.



I

Influence
people, policies
& practices

- Ask “Whose perspective is missing?” before finalising a decision.
- Recommend underrepresented colleagues for stretch assignments or visibility opportunities.



S

Make **S**pace for
others


- Step back so someone else can lead a client presentation or team update.
- Amplify a colleague's point when it's overlooked
- Publicly acknowledge contributions that often go unseen.



E

Engage constructively in
Inclusion & Belonging
conversations

- Redirect exclusionary comments respectfully.

The slide features a light pink background with several decorative circles of varying sizes and colors (yellow and white) scattered across the top and right sides. The main text is centered on the left side in a bold, dark red font.

**Think about a time when
you've seen advocacy in
action. What was the
impact?**

How can you **RISE**?

Role model inclusive behaviors and values

- In what forums or situations can you champion Inclusion through your own behaviors?

Influence people, policies & practices

- What people, policies or practices can you influence in your role(s)?

Make **S**pace for others

- How can you use your own influence to boost or amplify unheard voices or those overlooked?

Engage constructively in Inclusion & Belonging conversations

Where might you need to engage with resistance?

Your opportunity to advocate

Capture at least a couple of practical ideas on how you can:

Role model inclusive behaviors and values

Influence people, policies and practices

Make **S**pace for others

Engage constructively in Inclusion & Belonging conversations

Make a note of your ideas, ready to share in the breakout!

10 min



How can you **RISE**?

Role model inclusive behaviors and values

- In what forums or situations can you champion Inclusion through your own behaviors?

Influence people, policies & practices

- What people, policies or practices can you influence in your role(s)?

Make **S**pace for others

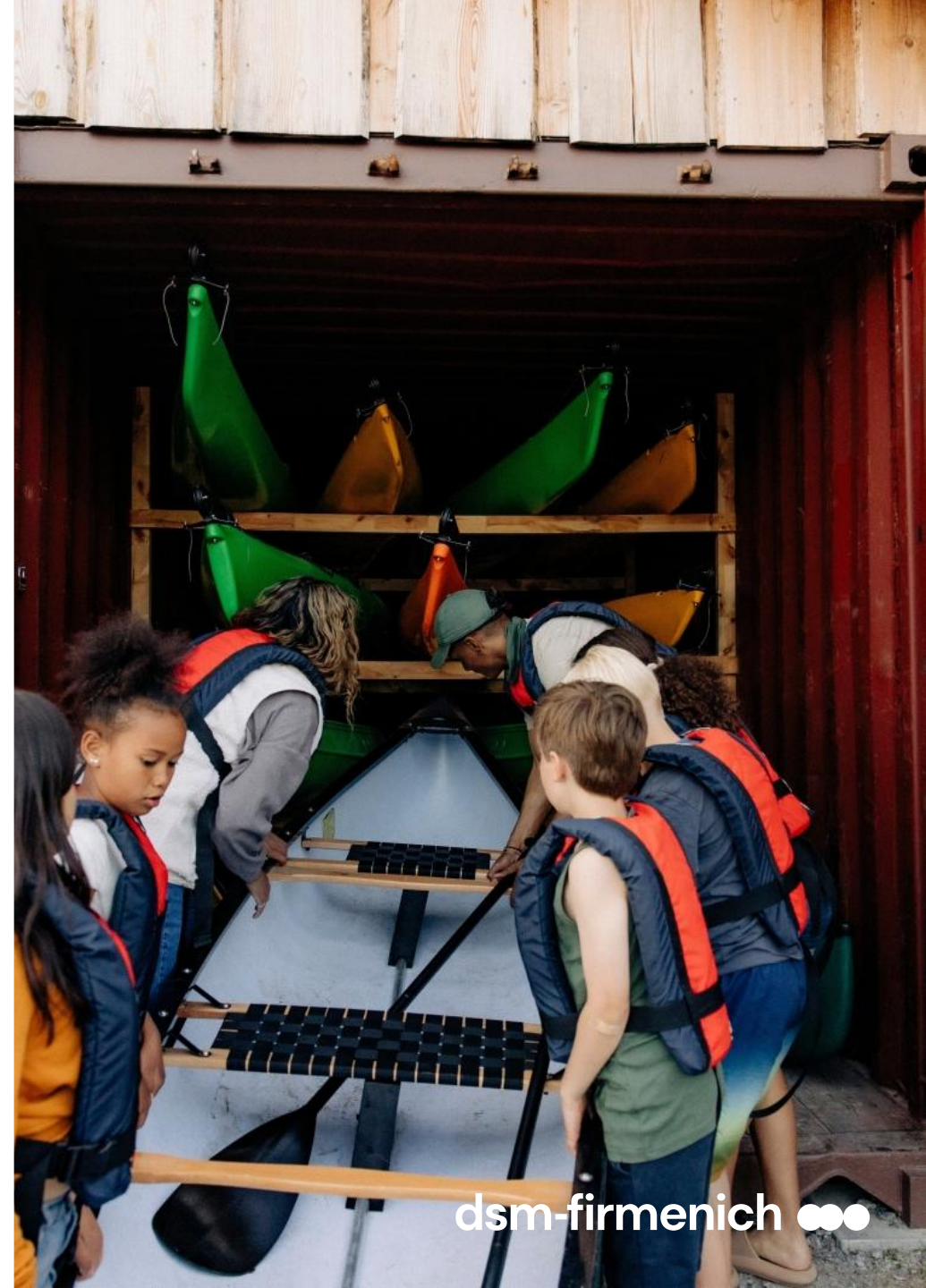
- How can you use your own influence to boost or amplify unheard voices or those overlooked?

Engage constructively in Inclusion & Belonging conversations

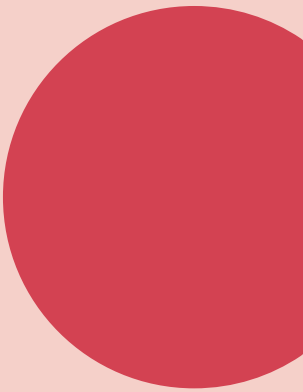
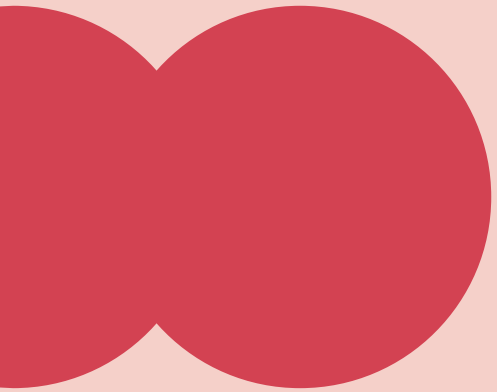
Where might you need to engage with resistance?

Plenary discussion

- 1) What actions did you identify?
- 2) Do you foresee any resistance or challenges to taking these actions?



03 Practicing Advocacy



Case

“The Way We Do Things Around Here”

Your team has a long-standing way of working: meetings are always scheduled at short notice, decisions are made quickly by whoever is present, and action points are not clearly followed up.

You realise this process:

- Excludes colleagues in different time zones.
- Makes it hard for quieter or newer team members to contribute
- Leads to confusion or duplication of work

How can you *influence the process* to make it more inclusive?

1. Suggesting meeting agendas shared in advance
2. Proposing a simple decision-making or follow-up template
3. Encouraging rotation of who leads or documents discussions
4. Asking for input from people who can't attend live
5. Other



How would you respond?

The Joke or Comment That Lands Wrong

During a casual team conversation, a colleague says:

“Do we really need to hear about people’s pronouns? It’s all getting a bit much.”

A few people nod or give awkward half-smiles. You notice one of your colleagues who has previously shared their pronouns go quiet and withdraw from the conversation.

Sensing the discomfort, the colleague adds:
“Come on, I’m just being honest – no offense.”
The room feels tense, and the conversation stalls.

What would you do?

1. Pause and Acknowledge the moment
2. Call in with curiosity, not criticism
3. Redirect Toward Understanding & Inclusion
4. Reinforce Psychological Safety
5. Follow-up privately (if helpful)



How would you respond?

The Missing Voice in Decision-Making

A project team is making a decision without consulting a key stakeholder, who also happens to be from an underrepresented group.

How do you:

1. Ask “Whose perspective is missing?”
2. Just move forward – we can always update them later.
3. Create space for their input
4. Ensure their expertise is included



Advocacy means we **RISE** together...

Role model inclusive behaviors and values

Embed what we've explored this allyship journey into your day to day role;

show your awareness, make yourself visible, take action

For example, act on the commitments you identified for yourself in previous sessions

Influence people, policies & practices

Use your voice raise awareness of embedding Inclusion & Belonging in policies and practices and BAU

For example, share ideas for making practices more inclusive– whether a HR process or day to day meetings with your colleagues

Make **S**pace for others

Use your own influence to boost or amplify unheard voices or those overlooked

For example, seeking out view you may have previously overlooked in decision making, especially when you don't have lived experience of an issue

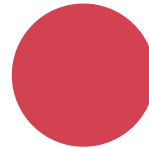
Engage constructively in Inclusion & Belonging conversations

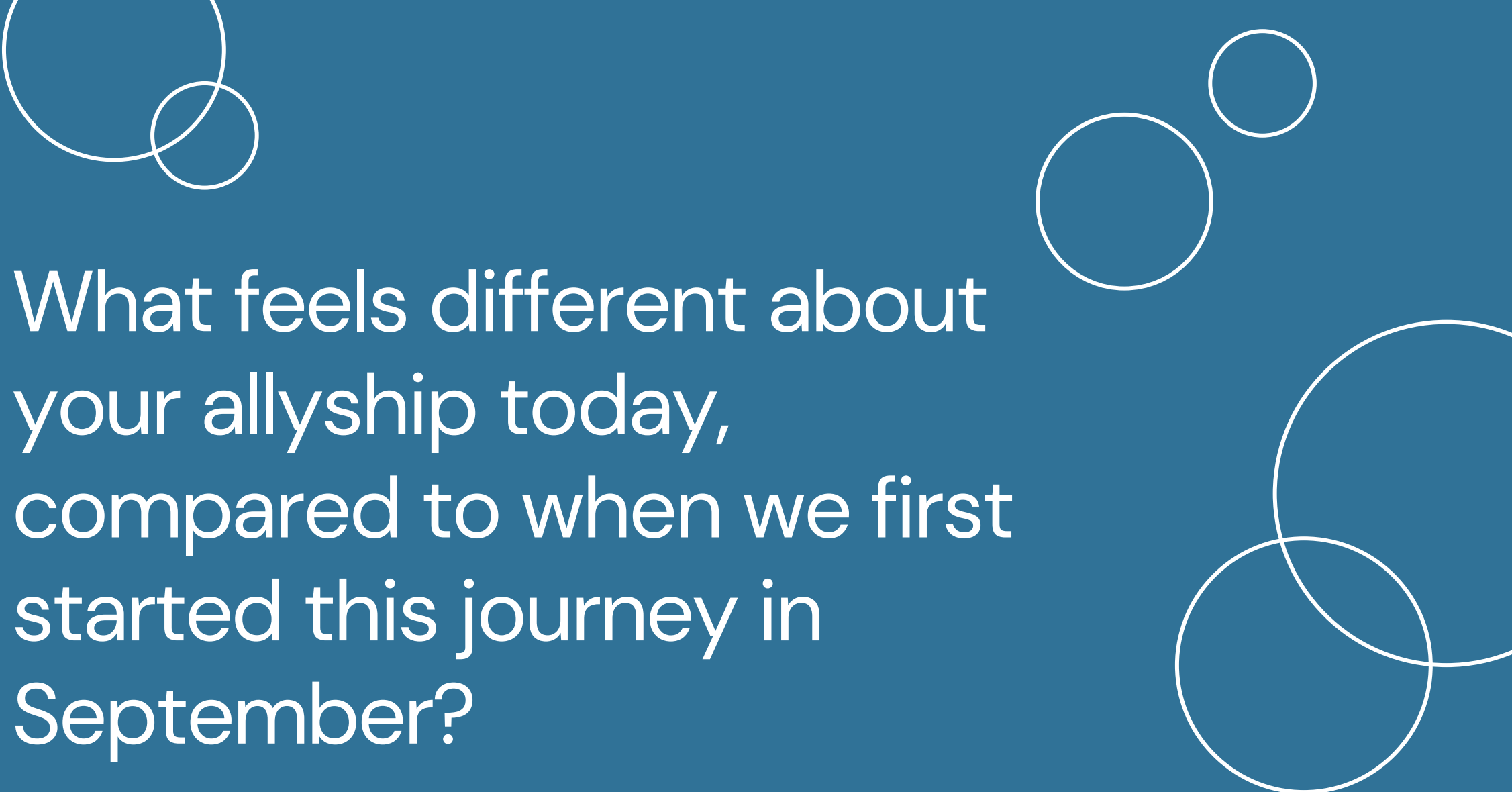
Constructively challenge misconceptions or assumptions about DE&I

For example, reframing a conversation about the role of targeted programs for women talent

What is Next...

- Take action on your commitments & share your learnings with your colleagues
- Join the Global ERGs on Engage
- Join upcoming ERGs initiatives
- Share your feedback on the allyship learning journey – survey coming soon





What feels different about
your allyship today,
compared to when we first
started this journey in
September?

Congratulations

You've completed the **Allyship Program**

Thank you for showing up, leaning in, and choosing to be an active Ally. Your commitment makes a real difference.

You can find all assets and program materials on the [Allyship Program page on Dots](#) – feel free to keep using them as you continue your journey.



We bring progress to life