

Diversity + Inclusion Best Practices Case Study

Chart Industries:

Strategies to Recruit Diverse Talent
from Colleges and Universities



About Chart Industries

Chart Industries, Inc. (NYSE: GTLS) is a leading provider of technology, highly engineered cryogenic equipment and services for the clean energy and industrial end markets. Their unique product portfolio is used in every phase of the liquid gas supply chain, including upfront engineering, service and repair. Chart products are critical components in the separation of oxygen, nitrogen and noble gases from air and in the processing and liquefaction of natural gas and hydrogen. The company's distribution and storage products and engineered systems are fundamental to the delivery and end-use of liquid gases across a multitude of applications in industrial gas and for clean energy.

Chart has operations, engineering and administrative functions in the U.S, Australia, China, India, and the EU.

Tags



N/A

Launch Time



One Year

Location



Global

Budget



\$

Complexity



1 out of 3 light bulbs

“Diversity of thought and diversity of people. That’s what makes this company work.”

– Gerry Vinci, Vice President, Chief Human Resources Officer

Program Summary

Despite often meeting or exceeding industry standards, Chart Industries is constantly striving to do better in all facets of their business, and that includes establishing diversity and inclusion as an integral part of its culture. At Chart Industries, a company culture of diversity and inclusion means that the company is one where every employee knows that their culture and identities will be respected and valued, and that they will be encouraged and supported to reach their full potential.

Committee Purpose: Making Chart Better

From	To
Why we can't do something	How we can do something with a variety of solutions
Discuss but don't challenge	Open, honest, timely conversations with a variety of views
Be risk adverse	Try , accept that it is okay to fail as long as we learn from the experiences
Need rules to make decisions	Embrace ambiguity with a variety of approaches
Align ideas with those around me because "it's what we always have done"	Acknowledge and make diverse thinking part of our culture which in turn increases growth opportunities
Tell me what to do	Own your actions and the results/implications (Be Responsible)

How Can We Accomplish This?

2020 Chart Industries Investor Day | 1

To execute on this diversity vision, Chart Industries has established a global Diversity and Inclusion Committee. The Diversity and Inclusion (D&I) Committee is employee driven and is fully supported by executive leadership. Currently, the Committee is made up of over 60 employees from 7 countries. Their efforts are targeted at six specific impact areas:

- Community involvement
- Talent/Hiring/ Development
- Internal and external communication
- Education and training
- Broad team involvement
- Employee engagement

While each of these sub-committees is designing and implementing strategies to improve diversity and inclusion across Chart Industries, the Talent/Hiring/ and Development impact area is focusing on a particularly unique strategy – a custom recruitment and hiring plan for attracting top diverse talent from high schools, colleges and universities.

To attract the top talent, Chart Industries knows that they must build relationships with high schools, colleges and universities from across the country. This means going deeper than participating in an occasional job fair and requires Chart to authentically engage with student resource groups and associations that support diverse groups of students. This engagement can vary, but often includes sponsoring and regularly participating in events, lunches, and projects for these groups. For example, our recent sponsorship of STEM Goes Red – an event focused on encouraging young girls to pursue careers in science, technology, engineering, and math – was led by female leaders within our organization. Our female leaders created interactive presentations and led discussions to inspire and inform women of STEM careers, explain how they got their start in STEM, and provide advice for young women as they begin their STEM journey.

Another approach to attracting and hiring diverse talent is building relationships with Historically Black Colleges and Universities (HBCU). A HBCU is a historically black college or university that was established prior to 1964, whose principal mission is the education of Black people. With the competition for top engineering talent being incredibly high, Chart Industries identified building relationships with HBCUs as an important strategy to building a robust pipeline of America's top Black talent.

A critical element of Chart's recruitment and hiring strategy was ensuring that value of this relationship was mutually beneficial to both Chart Industries and the students.

As a result, Chart Industries offers two pathways designed specifically to build lasting relationships with students and recent grads and provide them with high value experiences with the company. The first pathway is an internship program which a great way for current students to get experience in the manufacturing industry, test their engineering skills, and get to know the Chart. The second pathway is an expansion of an existing leadership development program called the Rotational Engineering Program. The Engineering Rotation Program is a three-year program that allows future leaders to participate in a rotational training program across all areas of the company. At the end of the program, participants are guaranteed a full-time position and are positioned on the leadership track for Chart Industries.

Program Impact

Since Chart Industries began partnering with colleges and universities to build a more robust pipeline of diverse and qualified talent, they have supported student groups across the country, including groups from Georgia Institute of Technology, Texas A&M University and University of Minnesota. In addition to supporting these student groups, Chart Industries has hosted interns from over twelve of universities.

When designing its HBCU talent pipeline strategy, Chart Industries had a decision to make early in the process. When considering the breadth of their connection to the HBCU community, did they want to go wide with their relationships, or did they want to go deep? In the end, Chart Industries determined that they wanted to go deep and focus on building a few key relationships with HBCUs but also find ways to go wide by participating in local community events to reach students before they are of college or university age.

In 2020, Chart Industries began partnering with the Texas based HBCU, Prairie View A&M University. Despite complexities and challenges caused by the COVID-19 pandemic, the company began participating in virtual recruitment and hiring activities which yielded a pool of accomplished and diverse candidates. Based on this early success, Chart Industries has planned to expand its relationships with HBCUs to additional institutions.



Steps for Implementation

1. Conduct research to better understand the colleges, universities, and HBCUs and based on your company's values and those of the schools, determine which institutions might be a good fit for partnership.
2. Get involved and participate in existing recruitment and hiring activities offered by the schools and student resource groups.
3. Ensure that your company has meaningful employment and development opportunities immediately available for interested students, such as an internship program and the Rotational Engineering Program.
4. Find non-school partnerships that reach a variety of students.

Best Practices

- In order to build a robust talent pipeline of diverse talent, Chart Industries had to think different about the ways in which it had traditionally been sourcing talent. In order to achieve new, more diverse results, the company had to be open to exploring new strategies and new partnerships in order to access an expanded talent pool.
- At Chart Industries, diversity and inclusion initiatives are driven by employees and fully supported by leadership. While top down diversity initiatives are possible, Chart Industries has found that by empowering team members to do this work, they are also honoring their lived experiences and providing them with opportunities for professional and personal growth which are often beyond their day to day job responsibilities.
- It is important to champion diversity and inclusion both internally AND externally. For Chart Industries it was important for them to champion this work publicly. One example of this is how CEO Jill Evanko and the entire Chart Board of Directors signed the [I ACT ON Pledge for CEOs](#). The I ACT ON Pledge is a public commitment by CEOs to advance inclusive behavior by checking their bias, speaking up for others, and showing up for all.