Diversity & Inclusion
Manufacturing Industry Benchmarking Report
This report includes a range of publicly available benchmarking information related to diversity and inclusion to provide a high-level snapshot of how companies throughout the manufacturing industry approach diversity messaging, infrastructure, employee resource groups, recruitment, community connections and developing the pipeline.

Companies highlighted include: 3M, United Technologies, Caterpillar, Fluor, Ingersoll-Rand, Cummins, Emerson Electric, General Dynamics, John Deere, Honeywell and Johnson Controls International.
United Technologies
The diversity, commitment and integrity of our people are true differentiators for us, and constant reminders of why I am proud to lead this great company. Together we continue to do the big things that others cannot – and keep moving the world forward.

Greg Hayes, Chairman & CEO

At UTC our greatest strength is the diversity of our people and their ideas. Our success as a global technology leader relies on their unique talents, perspectives and experiences – and our goal is to ensure our workplace actively fosters respect, inclusion and opportunities for all employees.

UTC's diverse workforce drives innovation and keeps us ahead of the competition. The company’s commitment starts at the top where unconscious bias and inclusion training is delivered to our senior most leaders and their direct reports, while our Diversity & Inclusion Council works closely with management to integrate inclusion within in all of our business practices. This commitment is also reflected in our many Employee Resource Groups throughout the company worldwide.
Our commitment starts at the top where unconscious bias and inclusion training is delivered to our senior most leaders and their direct reports, while our Diversity & Inclusion council works closely with management to integrate inclusion within in all of our business practices.

**Workforce**
We execute a robust talent acquisition process to attract talent from the diverse, global marketplace.

**Workplace**
We foster an inclusive culture that drives employee engagement, retention, team work and innovation.

**Marketplace**
We contribute to the communities where we live and do business by actively partnering with community and philanthropic organizations locally and nationally.

Source: United Technologies
UTC Employee Resource Groups

**Ability Advocates**
Fosters a greater awareness and appreciation of the unique backgrounds, styles and perspectives of people with disabilities and serves as a resource to disabled employees and those who care for a person with a disability.

**African-American Forum**
Strengthens African-American employees through professional development, career management and mentoring that will enable retention and growth as well as working to strengthen the bonds between UTC and our local African-American communities.

**Asian-American Forum**
Promotes a strong, organized Asian community that brings value to its members and to UTC through activities that support both social and professional objectives while promoting its diverse cultures and contributions.

**Generational and Young Professionals**
Serves as a forum for recent university graduates and new UTC employees by providing professional development, mobility and other resources for early career professionals.

**Hispanic Leadership Forum**
Works to attract, develop and retain Hispanic talent through coaching, mentoring and professional development activities, and strives to foster an inclusive, thriving work environment while also making an impact in our community.

**Military and Veterans**
Focuses on the contributions that military veterans, retirees, reservists, National Guard, military alumni and their supporters make to UTC and the community, and strives to make UTC a workplace of choice for them.

**PRIDE**
Supports LGBT employees and allies, helping management continue to promote an inclusive environment in which engaged gay, lesbian, bisexual and transgender employees are valued for driving business results.

**Professionals’ Networks**
Focuses on business objectives related to specific disciplines, mentoring programs and UTC partnerships, and helps create leadership experiences by promoting corporate citizenship for all disciplines and businesses within UTC.

**Women’s Leadership Forum**
Provides access to tools that enable the successful development, advancement and retention of women at all levels of UTC and offers mentoring programs, leadership development seminars and regular networking opportunities.

Source: United Technologies
We encourage and support our employees to join employee resource groups (ERGs), whose collective mission supports our effort to attract, develop and retain top talent globally.

Our ERGs fall into nine core dimensions: African-American, Asian-American, Disability, Generational, Hispanic-American, LGBT Pride, Military Veterans, Professional and Women.

In 2015, with chapters across the company, 19,000 members of our workspace reported belonging to an ERG.

Through shared interests and experiences 110 ERG chapters foster advocacy, professional development, education and mentoring along with community outreach while elevating the company’s reputation as an employer of choice.
UTC: Advancing Women

Our Commitment to Women’s Success
UTC is a proud advocate of the Paradigm for Parity, a coalition of business leaders dedicated to addressing the corporate leadership gender gap. The coalition is made up of CEOs, senior executives, founders, board members and business academics who are committed to achieving a new norm in the corporate world: one in which women and men have equal power, status, and opportunity. The ultimate goal is to achieve full gender parity by 2030, with a near-term goal of women holding at least 30 percent of senior roles.

One of the Best Places for Women to Work
We're honored to be named by FairyGodboss as one of the best companies for women to work in. The annual rating—based entirely on employee reviews and feedback—recognizes companies that exceed expectations in overall job satisfaction, equal treatment at work, and whether or not a woman would recommend the company to another woman. FairyGodboss also recognizes UTC Chairman and CEO Greg Hayes as a Top Rated CEO for Gender Diversity.

Source: United Technologies
**Employee Scholar Program:**

Lifelong learning is a key part of company culture, and UT has one of the most comprehensive company-sponsored employee education programs in the world.

Over the past two decades, the company invested over $1.2 billion to assist 45,646 employees in 60+ countries in earning degrees.

Employees earned more than 38,000 degrees in engineering (7,690), operations (2,430), supply chain management (2,224), and finance (2,004).

Employees participating in the program are 2X more likely to be promoted.

Source: United Technologies
Returning to work after an absence of two or more years can seem daunting. To help with this transition, UTC’s Re-Empower Program is designed specifically to help you bring your knowledge, experience and creativity back to the workforce.

To qualify for the Re-Empower Program, candidates should:

• be on a voluntary career break of two or more years
• have more than five years of professional work experience
• have an interest in returning to a full-time position
• have strong problem-solving and analytical skills

Over the course of the 16-week program, professionals will gain paid, on-the-job experience, have an opportunity to participate in sessions with leadership, develop personalized plans for success and receive coaching to guide their return to work experience. Upon completion of the program, based on performance, participants will be eligible for full-time employment.

Source: United Technologies
3M’s Diversity Message

Our vision at 3M is to be an employer of choice and to have all employees engaged in 3M’s mission and in our communities. We are committed to hiring and retaining a diverse workforce and this commitment extends from our CEO throughout the organization.

3M is a global company rooted in scientific exploration and the belief that every problem has a solution. With over 60 percent of sales outside the United States, 3M works with customers who face a variety of challenges throughout the world. In that context, high-performing and diverse global teams are essential to 3M innovation. Different perspectives, different backgrounds, and different experiences lead to new ideas, different ways of thinking, and ultimately better products, services, and decisions. Simply put, diversity drives both relevance and discovery.

It’s true for members of any team, from sports fields to board rooms. The better the skills of individuals complement each other, the stronger the team is as a whole. And fostering a culture of inclusion, so that people truly feel part of the team and valued for their contributions, means that the best ideas emerge and can be refined, sharpened, piloted, and implemented.

But if that’s true for any team, what makes 3M unique? The key for a global company like ours is that diversity and inclusion drive significant business value every day: in our global customer service centers, where we interact with customers; in cross-functional R&D teams that develop innovative solutions; among global sales professionals who build relationships with a diverse customer base; and among marketers as they speak to global market segments.

Our goal is to reflect the diversity of our global customers, suppliers, and channel partners and build on each employee’s abilities to achieve greater customer satisfaction and accelerated growth. 3M’s inclusive culture results in high-performance teams and an engaged workforce as employees are valued for their individuality and the wide-ranging knowledge and skills they possess. An inclusive culture also improves retention and reduces recruitment costs. In addition, all employees are expected to exhibit inclusive behavior as part of living 3M’s values and demonstrating their leadership skills.

Source: 3M
**Diversity & Inclusion Committee Vision:** To improve diversity within all levels, recognizing that diversity within an inclusive environment enhances organizational performance and provides a positive bottom line impact.

**Women’s Leadership Forum:** Attract and develop leaders at every level of the organization to accelerate the inclusion and advancement of women to reflect our customers, our markets and grow our business.

**Indigenous Reconciliation Network:** Support Aboriginal and Torres Strait Indigenous (ATSI) Nations bonded through native customs and traditions with a focus to embrace, contribute and promote Leadership, Cultural Awareness, Community, and Recruiting & Retention of ATSI nations in partnership with 3M diversity, growth and success.

**Employee Engagement:** 3M is about collaboration as well as innovation – especially when it comes to your health. You can work, play and be healthy at 3M – together with your co-workers and family.

**3M Pride:** Serve as a network for 3M's gay, lesbian, bisexual, and transgender (GLBT) employees; to foster a general awareness of 3M's GLBT employees by recognizing their talents and contributions to a diverse workforce; to promote an inclusive environment for 3M’s GLBT employees regardless of sexual orientation or gender identity.

**Education & Continuous Improvement:** Provide ongoing support and education to the 3M community on unconscious bias and offer continuous development through open reading via initiatives such as the Pod. Update and communicate to 3M community any upcoming events or D&I involvement opportunities.

Source: [3M](#)
**Diversity Sustainability:** In 2015 3M’s CEO announced the company would double its pipeline of diverse leaders in 10 years. Diversity is defined in the broad sense to include all dimensions of diversity including disability, people with military backgrounds, LGBTQ as well as gender, nationality, ethnicity, and race.

**Inclusion Index:** A standard opinion survey is given every two years to every business and function within the company around the globe. As a part of that survey, there are questions that measure the inclusion of the environment at work, and whether or not 3M has leadership behaviors that are inclusive, whether or not the workplace is inclusive, whether or not the workplace is respectful. The index is used by Diversity Chapters to drive change, improvement and engagement.

Source: [3M](#)
3M’s ‘I’m in. Accelerating Women’s Leadership’ initiative focuses on women in the management pipeline. A few of the specific elements include:

• A network of 84 women’s leadership chapters that align their activities with global priorities championed by the executive steering team.

• Formal leadership development programs like 3M Leadership Way that emphasizes continuous learning.

• Encouraging each individual to have a formal development plan that includes stretch projects and opportunities to take on different roles, training and coaching.

• And 3M’s FlexAbility that supports a flexible workplace culture.

The campaign’s three main themes are individual development, work/life experience, and energizing the global culture by building stronger communities.

Results over the past five years include:

• The percentage of women at the director level increased from 18.2 percent to 23 percent.

• The percentage of women at the vice president level and above grew from 16.7 percent to 24.2 percent.

• The representation of women in technical and lab manager roles jumped from 19.1 percent to 23.9 percent, and the percentage of women manufacturing facility managers grew from 11.4 percent to 17.4 percent.

• Around the world, the percentage of women leading 3M subsidiaries increased nearly 10-fold from 2.4 percent to 22.7 percent.

• Women's representation on the executive team - those reporting to the CEO - increased from 12.5 percent to 20.0 percent.

Source: 3M
3M’s legal department works hard, both internally and externally, to foster a diverse and inclusive work environment. As a first principle, the company specifically selects and retains outside legal firms that share a strong commitment to ethics and integrity, pro bono legal services, and diversity and inclusion. The company actively partners with its contract firms and other external organizations to promote diversity in the legal profession through summer internships for diverse law students.

The company participates in Twin Cities Diversity in Practice, Leadership Council on Legal Diversity (LCLD), a Summer Clerk Rotation program in which diverse law students dedicate part of their law firm summer clerkship to work and be mentored in-house at 3M. With LCLD, 3M launched a Fellows Alumni Roundtable, inviting local alumni of LCLD’s leadership development program to 3M offices to talk about leadership, career development, and mentoring.

The company recently helped inaugurate the OnRamp In-House program, a collaboration between Diversity Labs and the Association of Corporate Counsel Foundation that helps open doors for women re-entering the legal workforce after an extended hiatus.
Caterpillar
Caterpillar Employee Champions (CECs) voluntarily share their personal career experience with current and potential employees. By discussing attributes of the company, employees and work performed, CECs help depict what experiences collectively make up the Caterpillar career journey. A range of videos are posted on the company’s webpage providing employee testimonials. Employee-focused stories are also posted at the main portal.

Real CAT Folks are another way the company supports and promotes the diversity of its workers. Employee stories are prominently displayed on the company’s D&I tab. The stories highlight the company’s commitment to diversity and showcase workplace culture. Following the employee narratives are links to the career page and job openings.

The company’s Technical Information Center offers a deep collection of Diversity and Inclusion print and electronic books for employees to borrow. If an employee can’t find the book they are looking for the Center will obtain it for them.

Source: Caterpillar
While many companies establish employee affinity groups in broad ethnic demographic categories (Black, Hispanic, Asian), Caterpillar has established unique cultural differences within broadly defined categories.

For example, rather than a single Asian employee resource group, the company has an Asian Indian Community, Korean Resource Group, Middle Eastern Resource Group, and Chinese Resource Group.
The Caterpillar Chinese Resource Group was founded as a medium for Caterpillar employees to connect to the Chinese culture, language, history and business practices. This group is an entrusted resource to drive positive employee engagement and assist Caterpillar to succeed in China and around the world.

This group fosters Team Caterpillar spirit by promoting diversity awareness and reinforcing an inclusive culture. We assist Caterpillar employees in reaching their full potential, and anticipate and respond to Caterpillar's needs in Chinese-related opportunities.

**Employee Development Committee:** Facilitates mentoring program and assists in the career development of members.

**Cultural Awareness Committee:** Organizes activities to promote Chinese culture, diversity awareness and an inclusive environment.

**Communication and Network Committee:** Responsible for all communications and membership management.

**Hosting Committee:** Provides informal orientation services to newcomers and assists visiting and relocating employees in with social and cultural adaptation.
In addition to employee affinity groups, Caterpillar has a number of other opportunities for employees to connect and work together:

- **Women in Leadership Coffee Talk** – Provides on-line platform for women in the Caterpillar workforce to connect, network and problem-solve across locations and with other female professionals
- **ACTivate** – Focused on improving physical, mental and social well-being
- **Caterpillar Society of Women Engineers Members/Fans** – Provides a forum for female engineers in the workforce to network and advance their skill sets
- **CLC Peoria Spanish Language Classes** – Offers Spanish language courses to employees
- **Dealer Customer Interpreter Program** – Collaborates with business partners to engage non-English speaking customers, dealers and suppliers
- **SM&T Mentorship** – Promotes available mentoring opportunities, connects mentors and mentees, and helps professionals that want to serve as mentors get started
- **Women in Leadership** – Focused on providing advancement opportunities for women in the workforce

Source: Caterpillar
Caterpillar: D&I Resources for Employees

**Resources**

- **DiversityCentral**
  - Resources for cultural diversity at work
- **Diversity Resources**
  - Workplace Respect Training
  - A Respectful Workplace: Employee Communication, Behavior
  - Diversity Resources - we’re the diversity
- **DiversitySync**
  - Resource for Webinars...
- **diversion.com**
  - Diversion is dedicated to inclusion and creating opportunities for all. We grew out of the Northern Ireland Peace process and now work across the world supporting organisations and individuals. Diversion is non-profit making.

**Videos**

- **Inclusion Starts with I**
  - #InclusionStartsWithI is a discussion around the importance of a positive, inclusive work environment. Starring a group of Accenture people, this video demonstrates that bias can appear in both expected and unexpected ways—and that each of us has the power to make a difference. *more*
- **Google Video on Unconscious Bias - Making the Unconscious Conscious**
  - Unconscious biases influence our actions every day, even when—by definition—we don’t notice them. These biases are shaped by our experiences and by cultural norms, and allow us to filter information and make quick decisions. We’ve evolved to trust our guts. But sometimes these mental shortcuts can lead us astray, especially when they cause us to misjudge people.
  - **Predisage - Unconscious Bias and Pre-Judgement**
  - Unconscious bias and the danger of our pre-judged thoughts.

**D and I Quizzes and Games**

- **Harvard Implicit Association Test (IAT)**
  - Take a short quiz to uncover your biases on many topics.
- **Spent**
  - A game about surviving homelessness. This is a collaboration between Urban Ministries of Durham and the interactive firm, McKinney.
- **Inclusion Infusion: Systems of Privilege**
  - ADD CORRECT LINK - A System of Privilege—a family, a workplace, a society—is organized around three basic principles: dominance, identification, and centeredness. When we are part of a social system designed by people similar to us, it is very hard to imagine that not everyone has the same opportunities.

Caterpillar makes a number of online resources related to diversity readily available and easily accessible to employees through their home page and D&I portal.
Fluor
Fluor's systemic approach to foster diversity and inclusion enables the company to:

- Attract, develop, support and retain a world-class workforce well-equipped to meet the challenges of the future.
- Offer employees an engaging work environment that presents each person with opportunities to attain his or her full potential.
- Generate global, cross-cultural understanding and innovative thinking that can be relied upon by Fluor's worldwide Client base.
- Establish effective relationships with business and joint venture partners and consortia, as well as facilitate the successful integration of mergers and acquisitions.
- Expand opportunities for a broad range of businesses in an extensive network of goods and services suppliers.
- Have a positive impact on the quality of life through the company's support of education, health, and human services programs in the communities where Fluor's employees live and work.

The company’s website includes numerous video links to employee ‘stories’ that provide supporting testimonial to Fluor’s commitment to diversity and inclusion.

Source: Fluor
Growing Representation & Opportunity for Women (GROW)
Fluor launched GROW as a business imperative to help ensure equal access and opportunity for women, as well as enhance the visibility of female role models within the company. Through GROW, women and men work together to cultivate opportunities to attract, retain and develop women. Local steering and advisory committees lead each local GROW chapter.

Graduates Advancing to Professionalism
The Graduates Advancing to Professionalism initiative aims to assist recent graduates working at Fluor make the transition between the educational and corporate environments by familiarizing them with Fluor's culture, goals and procedures. The organization also serves as a networking group that offers opportunities for social events and professional training opportunities.

Emerging Leaders Group
The Emerging Leaders Group program is designed to encourage ongoing career development for mid-level professionals who have five to 15 years of industry experience. Local members lead group activities, and members of the management team serve as sponsors. Through both social and professional events, members have opportunities to interact with their peers and upper-level management.

Source: Fluor
**Mentoring Circles Program**

Fluor's Mentoring Circles Program gives employees broad exposure to leaders in a team-based setting. Mentors are diversity and inclusion "champions" who help the company foster high levels of employee engagement. While involved in the program, participants have opportunities for informal dialogue, mentoring and learning, with both their mentors and their colleagues.

The program continues to expand across the company, and has been recognized by over the years by external organizations such as the US Equal Opportunity Commission, Fortune Magazine and HR Houston's IMPACT award organization.

**Training & Education**

One of Fluor's top priorities to provide ongoing training and development for both salaried and craft personnel through multiple venues, including Fluor University, the company's online learning platform. Employees can select from among a wide variety of self-paced, online training courses and have options to sign up for location-specific, instructor-led and virtual courses. Topics range from discipline-specific and targeted learning to general knowledge topics, such as leadership, business acumen and communication skills.

Source: [Fluor](#)
Corporate Message: Ingersoll Rand is the kind of company where the best people aspire to work, a place where employees feel connected with the company’s vision and empowered to do the right thing. Our employees are committed to exceeding customer expectations. This commitment, in turn, leads to the operational excellence that ultimately drives growth, top-tier performance and better outcomes for society and the planet.

Having engaged people who are passionate about what they do is critical to delivering for customers, which ultimately creates value for all stakeholders. This formula is the basis for our winning culture; a culture we work continually to improve and one that is difficult for others to replicate. A high-engagement culture enables us to sustain continuous improvement across the organization, which we see as a distinct competitive advantage.

We conduct an anonymous, third-party administered annual survey of our employees to assess their levels of engagement in the company’s vision, purpose and values. Our 2015 survey reflected feedback from more than 95 percent of our global workforce. Employee engagement in 2015 rose 2 points, a 14-point improvement overall since 2012, again placing Ingersoll Rand in the top quartile of participating companies worldwide. A high-engagement culture enables us to sustain continuous improvement across the organization, which we see as a distinct competitive advantage in the markets we serve.

Source: Ingersoll-Rand
Ingersoll-Rand: Building a Winning Culture

Our Brand Promise
We inspire progress through unleashing the potential in people and technologies to advance the quality of life. By making environments comfortable, sustainable and efficient, we enable our customers to achieve real progress and create a positive impact in their world.

Our Vision
A world of sustainable progress and enduring results.

Our Purpose
We advance the quality of life by creating comfortable, sustainable and efficient environments.

Our Values
- **Integrity** – We act with the highest ethical and legal standards in everything we do. We communicate with openness and authenticity and are accountable for our actions. We achieve operational excellence by acting in the best interest of our customers, our shareholders, our communities and ourselves. We are dedicated to being socially responsible in the communities where we operate by focusing on reducing our carbon footprint, contributing both time and financial support to the communities in which we live and work, and helping our customers be more sustainable.
- **Respect** – We respect and value the worth of all people, cultures, viewpoints and backgrounds. By encouraging genuine, open dialogue, embracing diversity and valuing others, we improve business performance, enhance human productivity and develop innovative solutions.
- **Teamwork** – We work together and share resources to provide greater value to our customers, employees, business partners and shareholders. We collaborate across sectors and functions to create exciting opportunities and stimulate creative thought, which results in discernible competitive advantages and long-term growth globally.
- **Innovation** – We use our diverse skills, talents and ideas to develop customer-driven, innovative, and imaginative solutions. Innovation is at the heart of everything we believe and everything we do, and is demonstrated by our customer focus, our determined spirit and advanced thinking behind how we conduct business and how we operate.
- **Courage** – We speak up for what we believe is right and take measured risks to create progress. We are open-minded to new ways of thinking and doing things, in order to create new possibilities for our employees, customers and the communities where we operate. We capture global advantage and achieve operational excellence by meeting unexpected challenges and opportunities in a bold way.

Source: Ingersoll-Rand
Educational Scholarships

The Ingersoll Rand Scholarship Program fosters employee goodwill by rewarding, recognizing and supporting the academic success of our employees’ children throughout their college careers. High school juniors and seniors are eligible for merit scholarships of up to $2,500 (USD) annually for one to four years per recipient. The program is available on a global basis. In addition to academic accomplishments, financial need is an important factor in selecting award recipients.

Volunteerism

Named “Dollars for Doers,” our volunteer program rewards individuals and employee teams who donate their time to community causes with a gift from the Foundation to eligible nonprofit organizations. The amount of the donation corresponds with the number of hours volunteered and the needs of the organization selected.

Philanthropic Core Principles

Achieving Impact: Our objective is to make resource investments that lead to measurable, observable changes in people, communities and the environment.

Advancing Business-Community Synergy: Corporate citizenship for its own sake is intrinsically valuable. Our philanthropic efforts are responsive to both our communities and our business interests, and effectively use our unique resources.

Community Responsiveness: Our philanthropic efforts are responsive to identified needs in the community that are appropriate for our involvement.

Employee Preference: The interests and preferences and volunteer efforts of our employees are recognized in the community programs we support.

Globalization and Diversity: Awareness of people, issues, communities and environments around the world, is an important element of our corporate citizenship responsibility.

Inspiring Progress and Sustainability: Working toward sustainable solutions requires an integrated view of a community and the various issues and indicators that link that community’s environment, society and economy.

Source: Ingersoll-Rand
Ingersoll-Rand Engages Employees

To align global businesses and employees with a common vision for corporate citizenship, Ingersoll Rand has established the Ingersoll Rand Global Citizenship Council. The Council will strive to make recommendations that focus resources on areas where Ingersoll Rand can make a difference. The Council and the Ingersoll Rand Foundation’s corporate philanthropy program are guided by these core principles:

**Achieving Impact:** Our objective is to make resource investments that lead to measurable, observable changes in people, communities and the environment.

**Advancing Business-Community Synergy:** Corporate citizenship for its own sake is intrinsically valuable. Our philanthropic efforts are responsive to both our communities and our business interests, and effectively use our unique resources.

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**Inspiring Progress and Sustainability:** Working toward sustainable solutions requires an integrated view of a community and the various issues and indicators that link that community’s environment, society and economy.

It will be the policy of Ingersoll Rand to focus corporate charitable contributions on those areas recommended by the Global Citizenship Council.
Ingersoll-Rand Commits to Environment

Green Teams
One of our most successful engagement programs is our Green Teams which are volunteer groups of employees focused on reducing Ingersoll Rand’s environmental footprint and improving overall operations. Since being formalized in 2011, teams focus on awareness and education, as well as overall operations, and have long partnered with the community in efforts such as Habitat builds and park clean ups. Sites with Green Teams scored higher in the 2012 census survey than sites without Green Teams. The results of another recent engagement survey showed that employees who volunteer on Green Teams were less likely to look for a job elsewhere and more likely to refer a friend to Ingersoll Rand for employment. In 2013 this data was published in Andy Savitz’ book “Talent, Transformation, and the Triple Bottom Line.”

Major Milestones in 2016

• 2.4 million lbs of waste diverted from landfill
• 2,064 metric tons of CO2e reduced
• 48 billion BTUs saved
• 2.2 million gallons of water saved

Source: Ingersoll-Rand
Ingersoll-Rand Supports Veterans

Veteran friendly benefits support continued service:

- Military Leave Policies aligned with the Uniformed Services Employment and Reemployment Rights Act of 1994 (USERRA)
- Continue to serve for a cumulative period of up to five (5) years
- Earn your full pay during your two week annual training
- Generous continuation of gap pay and benefits when called up for Federal Duty
- Generous bridging of incentive pay for up to 90 days when called up for Federal Duty
- Extension of Employee Assistance Program (EAP) to families of our deployed employees
- Family Medical Leave Coverage extended to include care for qualified employees and Service Members
- Veteran Employee Resource Group (VERG) Chapters being formed throughout the Company

Source: Ingersoll-Rand
The best way to learn about life at Ingersoll Rand is through the words of the people who are living it. Throughout our many businesses and locations, you will find a diverse team of inventive, collaborative and talented people who share a willingness to help, who are proud of their work and their company, and who are continuously looking for better ways to do things. Choose your functional area of interest from the list below to hear from some of the people with whom our progress begins every day.

- Engineering
- Finance
- Human Resources
- Information Technology
- Integrated Supply Chain
- Legal
- Operations
- Product Management and Marketing
- Sales
- Technicians

Source: Ingersoll-Rand
Ingersoll-Rand Partners for Diversity

Ingersoll Rand also sponsors and partners with select diversity and inclusion associations and groups. Some of our key partners are listed below.

- American Indian Society of Engineers and Scientists (AISES) [www.aises.org](http://www.aises.org)
- Asia Society [www.asiasociety.org](http://www.asiasociety.org)
- Ascend (Asian Professionals Association) [www.ascendleadership.org](http://www.ascendleadership.org)
- Executive Leadership Council [www.elcinfo.com](http://www.elcinfo.com)
- Hispanic Association of Colleges & Universities (HACU) [www.HACU.net](http://www.HACU.net)
- LGBT Career Link [www.lgbtcareerlink.com](http://www.lgbtcareerlink.com)
- National Black MBAs Association (NBMBAA) [www.BlackMBAOnline.com](http://www.BlackMBAOnline.com)
- National Society of Hispanic MBAs (NSH MBA) [www.nshmba.org](http://www.nshmba.org)

- National Society of Black Engineers (NSBE) [www.nsbe.org](http://www.nsbe.org)
- Reaching Out MBAs [www.reachingoutmba.org](http://www.reachingoutmba.org)
- Parents & Friends of Lesbians and Gays (PFLAG) [www.pflag.org](http://www.pflag.org)
- Society of Hispanic Engineers (SHPE) [www.SHPE.org](http://www.SHPE.org)
- Society of Women Engineers (SWE) [www.swe.org](http://www.swe.org)
- Students in Free Enterprise (SIFE) [www.sife.org](http://www.sife.org)
- STEM Connector [www.stemconnector.org](http://www.stemconnector.org)
- Thank A Service Member (TASM) [www.thankaservicemember.org](http://www.thankaservicemember.org)
- True Blue Inclusion Diversity Council
- Wounded Warriors Project [www.woundedwarriorproject.org](http://www.woundedwarriorproject.org)

Source: Ingersoll-Rand
Ingersoll Rand is committed to providing a workplace where employees feel valued and are embraced for their differences, uniqueness and individuality.

In an effort to ensure we attract and retain top talent globally we have established a number of external partnerships.

• Equal Employment Advisory Council (EEAC)
• The ORC/WON Network
• Executive Networks Diversity Council
• U.S. Business Leadership Network [www.usbln.org](http://www.usbln.org)

**Selected Recruiting Partnerships**

• American Indian Society of Engineers and Scientists (AISES)
• Ascend (Asian Professionals Association) [www.ascendleadership.org](http://www.ascendleadership.org)
• LGBT Career Link [www.lgbtcareerlink.com](http://www.lgbtcareerlink.com)
• National Black MBAs Association (NBMBAA) [www.BlackMBAOnline.com](http://www.BlackMBAOnline.com)
• National Council of Disabilities & Business (NBDC) [www.nbdc.com](http://www.nbdc.com)
• National Society of Hispanic MBAs (NSHMBA) [www.nshmba.org](http://www.nshmba.org)
• National Society of Black Engineers (NSBE)
• Reaching Out MBAs [www.reachingoutmba.org](http://www.reachingoutmba.org)
• Society of Hispanic Engineers (SHPE) [www.SHPE.org](http://www.SHPE.org)
• Society of Women Engineers (SWE) [www.swe.org](http://www.swe.org)

Source: Ingersoll-Rand
Cummins
"Cummins’ success today would not be possible without our deep commitment to diversity. At Cummins, we want to create an inclusive work environment where the diverse ideas and perspectives of our employees drive innovation for solving tomorrow’s business challenges. Diversity will help us better serve our customers around the world and deliver results that will sustain our future growth and success. In short, diversity is critical to our bottom line."

– Tom Linebarger, Chairman and CEO

The age, gender, race, nationality and language composition of Cummins’ 55,000 worldwide employees reflects our commitment to diversity and inclusion. As individuals, we differ in so many ways, from personality and behavior to sexual orientation and religious beliefs. This creates an environment rich with fresh perspectives, unique viewpoints and innovative thinking.

The company’s vision is to make people’s lives better by unleashing the power of this diverse workforce.

As Cummins reaches out to attract and retain global customers, we recognize that a diverse workforce is essential to our continued success. We define diversity within the corporation as:

• At the organization level, diversity is created through the distinct personalities and capabilities of each individual within the group.
• Taken together, the diversity of individuals and organizations creates an environment where innovation and ideas flourish.
• On a personal level, the diversity of an individual is defined by his or her cultural and personal differences, as well as life and professional experiences.

Source: Cummins
When Cummins businesses enter new markets and geographies, we employ people who understand the local culture and speak the local language – people who share Cummins values, and in most instances, are integral parts of the local community.

To derive the greatest benefit from diversity, Cummins believes we must do the following:

- Demand that the workplace is safe and inclusive for all individuals and organizations.
- Develop a collective behavior that encourages all individuals and employees to best use their talents.
- Capitalize on a diverse workforce to enhance Cummins’ competitive position in the marketplace.
- Create a workplace population with representation that is similar to the markets in which we operate.

Diversity provides Cummins competitive advantages in the following areas:

- Attract and retain the best talent
- Create an inclusive work environment that fosters innovation
- Promote differing viewpoints to enhance problem solving and decision-making
- Develop a positive reputation in its communities
- Create an inclusive and safe environment
More than 100 local diversity councils and affinity groups promote and support diversity and inclusion. The groups raise awareness and educate Cummins employees on the importance of diversity, advise senior leaders on diversity-related initiatives and, in some cases, initiate research projects with a diversity component.

Affinity groups are open to all employees and are organized around single dimensions of diversity, such as race, ethnicity, country of birth, gender, as well as broader themes, such as people with disabilities, and employees with less than five years of service. The groups focus on recruiting as well as retaining the current pool of talented employees. The groups also focus on providing important cultural and business environment information to ensure success in local markets. For example, the Cummins Chinese Affinity Group has sponsored lessons in Chinese language and culture. The Women's Affinity Group of Southern Indiana has sponsored mentoring circles matching female employees with less than two years of experience with women leaders to discuss career development. The women's group in Darlington, United Kingdom, has researched alternative hours and helped with recruiting initiatives. The South East Asia (SEA) Affinity Group has sponsored presentations by senior leaders on emerging markets in Asia.

Diversity councils are formed to foster the right environment for all employees within a specific business, region or location. These councils work to improve and leverage diversity and inclusion as a core component of the business strategy. One council in Columbus, Ind. sponsors a Diversity Olympiad where employees spend an afternoon at a city park playing games designed to increase their awareness of a particular culture or ethnicity. A council in Fridley, Minn. established a prayer room where employees of all faiths can get some privacy off the plant floor. The council in Darlington pushed for better locker facilities to accommodate the growing number of women at the plant.
Every Employee Every Community

Cummins employees participate in Corporate Responsibility through the company’s Every Employee Every Community (EEEC) program. EEEC enables each employee to use at least four work hours to contribute to local projects and partners by leveraging and unleashing their unique skillsets.

Community Involvement Teams

From the shop floor to the corporate office, Community Involvement Teams (CITs) coordinate Cummins employees’ participation in Corporate Responsibility. CITs work with Cummins leaders, employees and community partners – nonprofits, governmental bodies, schools and businesses – to assess the pressing issues facing their communities. Cummins currently has more than 200 CITs around the world.

Leadership Engagement

Cummins leaders increase teams’ abilities to create impactful change in their communities. “Leaders,” CEO Tom Linebarger said, “do not delegate Corporate Responsibility.” By taking an active role in empowering their teams, identifying partners and establishing goals, Cummins leaders increase the impact company employees have on their communities.

Source: Cummins
All employees are required to complete **Spectrum Diversity Training**, an all-day session that teaches employees not only how to interact with co-workers who have different backgrounds and ethnicities, as well as the Business Case for Diversity.

The training uses role playing, group exercises, video and more to show employees that diverse organizations are better able to develop creative solutions to difficult business problems than companies where every employee is alike.

In addition to diversity training, new employees are required to take courses on the **Treatment of Others, Sexual Harassment and Cummins Code of Conduct**. All are critical toward Cummins' goal of creating the right work environment, where employees can focus on the task at hand without worrying where they came from or the background of their families.

But diversity training doesn't stop with new employees. It's also part of the Cummins **Leadership Development System**. The training is designed to help leaders analyze and address management issues with a diversity component. They learn to make employee differences work for the company rather than divide it.

Leaders also get training in results management, coaching and driving change.

Source: Cummins
Community Needs Assessments
To better understand the critical issues facing Cummins’ regions and localities, employees use the company’s Community Needs Assessment (CNA) tool. CNAs follow a five-step process for gathering data and opinions and can be customized based on a site’s local needs, geographic location and culture.

ABO and Regional Strategies
Long-term strategies were created by Cummins leaders from each Area Business Organization (ABO) and the company’s headquarters community in Southern Indiana to focus employees’ work in Corporate Responsibility. Strategies are based on outcomes from community needs assessments, input from partners and the strengths of Cummins’ business units, functions and employees.

Site Plans
Cummins leaders develop local site plans to ensure employees’ Corporate Responsibility work is aligned with the company’s regional strategies. Integral to those plans is the identification of desired “Y” outputs – just like in the company’s Six Sigma data-based approach to solving manufacturing defects – which enable employees to measure the impact of their work.

Community Development Grants
Community Development Grants (CDGs) from the Cummins Foundation build on employees’ engagement and help amplify the impact their work has on communities. Requests for CDGs are made by Cummins employees in coordination with their local partners. The Cummins Foundation will consider only organizations that are non-discriminatory in their policies and practices with regard to physical or mental abilities, gender, race, age, sexual orientation, ethnic origin and/or creed.

Community Impact Six Sigma
Community Impact Six Sigma (CISS) projects address external and internal Corporate Responsibility needs using Cummins employees’ business skills and training. CISS projects focus on either improving an identified need for a community partner, solving a community problem in conjunction with a local partner or improving an internal Cummins process that provides an indirect benefit to the community.
Emerson Electric
Emerson Electric: Advancing Women in STEM

Emerson recognized it needed to develop its talent pool of female engineers. The company established the Women in STEM employee resource group (ERG) to lead the effort, and partnered with the Society of Women Engineers (SWE) to roll out the initiative in its locations around the globe.

The Women in STEM ERG has a Steering Committee and Council that organizes initiatives from a high level, and multiple regions across the globe are responsible for day-to-day activities, such as localized community involvement and outreach events. The ERG is corporately funded, and Emerson covers SWE membership dues for employees, and also provides funding for regional events and outreach efforts.

The ERG group has grown from less than 200 members around the time it was formed in 2013, to nearly 700 members across the globe in 2017.

"Aligning with a group like SWE provided a turn-key approach to provide more diversity and inclusion for our employees," said Ellen Midgley, manager, university talent acquisition at Emerson. "Establishing an internal support network is highly valuable to our employees, and partnering with a global professional organization in this effort drives that value up. SWE’s extensive network and resources are another thing our employees can take advantage of."

Source: Emerson
Emerson’s Third Annual STEM Survey results show that, even as STEM education continues to make headlines, many Americans still don’t feel confident—or, in many cases, interested—in flexing their STEM muscles.

The latest survey comes as Emerson launches its “We See” campaign to highlight the societal achievements of its engineers and scientists in areas like environmental conservation, food safety and manufacturing efficiency. In addition, Emerson is partnering with YouTube’s self-proclaimed science nerd Hank Green to help build STEM momentum. The award-winning "We Love STEM" initiative inspires millennials to enter science, technology, engineering and math fields. In partnership with Green, Emerson offers STEM resources to the next generation of innovators.

In addition to a need to boost awareness of STEM education’s impact, the survey shows a significant generational gap in knowledge of what it means to work in STEM. Twice as many Millennials as Baby Boomers (51 percent compared to just 26 percent) say they have a good understanding of the types of jobs available in STEM.

While Emerson and other companies are putting particular emphasis on women in STEM, the survey highlights a continued and increased need to focus: Men surveyed were twice as likely to currently work in a STEM field as women. One out of three surveyed cited “chance to make a difference in the world” and “thinking creatively” as top reasons they would consider a career in STEM.

Source: Emerson
Emerson Electric Builds Diverse Pipeline

**Next generation diverse Leaders.** Emerson recruits candidates for our MBA Leadership Program through our partnership with the Consortium for Graduate Study in Management, the nation's largest diversity network which seeks to reduce the underrepresentation of African Americans, Native Americans and Hispanic Americans in education and business by linking corporate partners with top-tier students. Emerson was one of the first companies to become a Consortium corporate partner and participation has become a cornerstone of our MBA recruiting program. We regularly attend Consortium-sponsored job fairs and conducts interviews at their annual conference.

**Commitment to hiring Veterans.** Leadership, familiarity with technology, learning agility and a competitive spirit are all skills that veterans have honed over the course of their military career and skills we value in our employees. Veterans play a role at many levels of the company across a variety of functions ranging from engineering and manufacturing to corporate strategy and business development to product planning and marketing. We recruit veterans across our global organization, and participate in events and partnerships to that end. Our recruiting team from Emerson Automation Solutions in Texas participates in the Service Academy Career Conference, which allow us to connect with high potential candidates that have graduated from service academies. Our Rosemount Measurement business has a Veterans Outreach Committee committed to establishing veteran friendly practices for recruiting, onboarding and retention.

Emerson Commercial & Residential Solutions currently participates in The Veterans and Employers Connection in Miami Valley, Ohio. The community alliance is dedicated to facilitating meaningful, long-term employment of veterans in Miami Valley with a goal of local companies hiring 5,000 veterans by 2020. In 2015, Emerson received an award for being one of the top employers for hiring veterans in the area.

Source: Emerson
Raytheon
Our vision: A richly diverse and culturally competent employee population that utilizes diversity and inclusion to enable global growth, competitiveness and enterprise collaboration.

At Raytheon, we work every day to foster an inclusive workplace that embraces all our differences—like race, gender, physical ability or sexual orientation—as opportunities to expand global growth, build competitive advantage and drive enterprise collaboration. For example, we were the first aerospace and defense company to offer domestic partner benefits, and we were the first in our sector to achieve a perfect rating on the Human Rights Campaign’s Corporate Equality Index.

Diversity is an integral part of our business model and philosophy, particularly as we continue to grow internationally. Our primary focus areas are:

- Influencing the evolution of company thinking through education and development
- Shaping the global mindset of our current and future leaders
- Developing focused initiatives to ensure that our global workforce accurately represents the markets where we operate

Source: Raytheon
Raytheon Builds a Competitive Workforce

**The Power of Perspective**
We work every day to foster an inclusive and culturally competent workplace that embraces all our differences as opportunities to expand global growth, build competitive advantage and drive enterprise collaboration. We’ve achieved these objectives by focusing on three primary areas:

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<thead>
<tr>
<th>DIVERSITY</th>
<th>EXPERIENCE</th>
<th>LEARNING</th>
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<tr>
<td>We build diversity into our education and development programs to evolve our collective thinking about how diversity of ideas drives our success.</td>
<td>We give current and future leaders the exposure and experience base they need to cultivate a global and inclusive mindset.</td>
<td>We develop focused learning initiatives to ensure that our global workforce accurately understands and represents the markets where we operate.</td>
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We launched a new wellness portal in 2016, where nearly 10,000 employees each week access fitness and nutrition apps, record daily exercise and nutrition, link to mobile devices and wearables, and check wellness rewards.

**Workforce Demographics**
- 26% female
- 17% veterans
- 27% people of color
- 1% Traditionalist
- 21% Gen Y
- 45% Baby Boomer
- 33% Gen X

Source: [Raytheon](http://www.raytheon.com)
Raytheon supports **career development** for all 63,000 employees, and provides leadership development support for high-potential employees early in their careers, followed by mid-level and executive development.

Raytheon offers a variety of **education and training programs**, accessible through an online learning management system. To facilitate self-driven learning, the company aligns these courses with specific competencies. Other modules focus on such functional areas as engineering, contracts, supply chain and sustainability.

At the beginning of 2016, the company renewed its focus on increasing **representation of women and people of color in the leadership pipeline**. A series of strategic activities — including revamping the candidate slating, selection and onboarding processes; aligning the performance development process with diversity-focused goals; launching a new employee sponsorship program that builds networks and increases talent advocacy; implementing targeted retention efforts; and engaging in culture-building activities — has resulted in meaningful progress to date.

Raytheon’s **Senior Leadership Team Sponsorship** program creates sponsorship opportunities for women and minority employees.

**In 2016, 95 percent of Raytheon leaders completed some form of diversity and inclusion training, and more than 60 percent of the open Raytheon positions targeted by the company’s strategic plan were filled with a woman or person of color.**

Source: Raytheon
General Dynamics
At General Dynamics IT, we believe in maintaining a workplace diverse and inclusive of beliefs, cultural background, job experiences, thoughts and ideas. These unique characteristics, brought together, are fundamental to promoting innovation, increasing profitability and driving results for our clients and the world around us. Diversity includes all of us. Putting this belief into action, diversity is part of our core values and is included in programs and practices throughout General Dynamics IT.

Our employees are our business. We believe all of our employees have skills and talents that collectively contribute to our business success. Our corporate responsibility is to provide a work environment that maximizes on the ability of all employees to engage and be the most productive that they can; a workplace where our collective ideas, thoughts and perspectives come together to serve our clients. We believe in supporting our employees and in recognizing industry events that recognize their efforts.

Our workforce is as diverse and globally distributed as our customers and their missions are. Likewise, our success is directly correlated to our ability to understand, acknowledge, appreciate and accept each other’s unique contributions. Our differences are what we have in common.

Our commitment to employees is to promote a culture that values integrity in all that we do, respect for our culture, background, experience, thoughts and ideas and trust that we follow through on commitments to our teammates and customers. We promote teamwork to leverage resources, best practices and capabilities across our company and we remain focused on our mission. Together we provide services and solutions that are relevant, innovative, timely and affordable—consistently exceeding customer expectations.

Source: General Dynamics
DisAbility:

This group was formed to enhance our ability to attract and retain talented individuals with disabilities. Representatives from across General Dynamics IT meet to drive three primary objectives:

• Provide recommendations to enhance our outreach to individuals with disabilities.
• Develop initiatives to increase internal engagement of employees with disabilities.
• Serve as a liaison to GDIT staffing professionals engaged in the hiring process.

As part of this program we also started a monthly DisAbility Awareness Education Series on topics such as Diabetes, Deafness and Hearing Loss and Blindness and Vision Loss. Throughout the year, employees are invited to share stories of lives impacted by disability—whether theirs or a loved one’s—and post them on our internal site for colleagues to read.

As part of our Be Well, Be Dynamic campaign, General Dynamics IT partners with the American Diabetes Association to participate in several Tour De Cure rides across the United States. Check out Team General Dynamics here.

Veteran Connection Focus Group:

The Veteran Connection Focus Group is a General Dynamics-led initiative with representation across our lines of business. Members meet monthly to identify internal engagement and external outreach opportunities that enhance our ability to attract and retain talented individuals transitioning from the military, and to serve the military and their families in return for their service to our country.

In honor of Veteran’s Day, the group started an annual tradition, inviting employees to share a story of how the military has affected them or a loved one. Employees also have the opportunity to thank a veteran through personalized cards sent to colleagues or family and friends outside the company.

In support of our transitioning military, the group established a volunteer Military Sponsorship Program to support veteran new hires transitioning from the military.

We match veteran new hires with General Dynamics IT employee veterans who share experience in transitioning from the military.

Source: General Dynamics
John Deere
Employees at Deere are encouraged to participate in shared-interest or multicultural employee resource groups, such as WomenREACH, Rainbow (LGBT group), LOTUS (Asian-Pacific Islander), Military Support, and BERG, the Black Employee Resource Group.

The company also provides leadership by partnering with and recruiting employees through organizations such as the Society of Women Engineers, National Society of Black Engineers, National Association of Black Accountants, the Thurgood Marshall College Fund and others, he said.

Deere also provides equal opportunity for suppliers and dealers, while strengthening community partnerships that influence the future talent pipeline.

The John Deere Inspire program reaches into communities around the world, sponsoring events that teach students about careers in science, technology, engineering, and math. Employees are involved in various STEM-related events including “Introduce a Girl to Engineering” as well as partnerships with schools and organizations.

Source: John Deere
Rated 38th on Forbes’ list of America’s Best Employers, John Deere sponsors a variety of ERGs. As the second longest-standing group of its kind, the Black Employees Resource Group’s (BERG) mission is to develop the skill sets of its members to lead, assist, and excel professionally and to improve recruitment and retention through company-directed professional experiences. In addition to its Steering Committee, BERG consists of four individual subcommittees that work toward fulfilling the mission statement:

• Building Future Leaders and Impacting the Business
• Investing in the Community
• Building Relationships
• Communications

BERG commemorates Black History Month with planned events open for all employees. Event types vary and include community service, employee development and employee engagement. All events align with BERG’s mission and its three pillars: “Building Future Leaders and Impacting the Business,” “Investing in the Community,” and “Building Relationships.” The following events were presented by BERG in just one month, demonstrating the range of activities the group promotes in the organization:

• A Fireside Chat with Melody Hobson
• Building Future Leaders and Impacting the Business
• King’s Harvest
• Investing in the Community
• Winter Sports and Networking Trip
• Building Relationships

Source: Diversity Best Practices
John Deere has a long-standing commitment to The First Tee®, a non-profit youth development organization that uses golf to teach life and leadership skills to young people. Deere's support from 2017 through 2021 will focus on community service and volunteerism, leadership skills for girls, and program support of The First Tee activities in select Deere communities.

The John Deere Foundation will also provide funding to further develop The First Tee chapters in select John Deere home communities.

Source: Diversity Best Practices
Honeywell
**Have a Passion for Winning:** Understand and beat the competition. Never give up in the face of resistance and setbacks. Have fearless accountability for getting results. Be consumed with making things better and have an insatiable curiosity for learning.

**Be a Zealot for Growth:** Solve problems and see the world through the customer’s eyes. Promote confidence and trust. Aggressively focus on new opportunities and obsess over growth. Understand what creates value for customers. Promote a customer-centric organization that has a deep understanding of the needs of our customers.

**Think Big ... Then Make It Happen:** Dream of the possibilities instead of limitations. Be willing to re-examine almost anything. Innovate with agility, iterate, test, try, take risks. Translate the best ideas into realistic, pragmatic, executable plans.

**Act with Urgency:** Act quickly when faced with ambiguity. Get the facts that you can, think, and then move with lightning speed. Use speed as a differentiator. Never put off until tomorrow what you can do today.

**Be Courageous:** Take bold action on what you believe is right. Confront problems directly and face adversity head on. Be comfortable being unpopular when required and press on. Take on seemingly impossible goals and work out of your comfort zone.

**Go Beyond:** Over deliver on commitments. Be committed to putting in your maximum work effort and always do what you say. Be the someone people trust to get things done and deliver.

**Inspire Greatness:** Empower, develop, and set high expectations of direct reports, peers, and others. Bring others with you, achieve things you never thought possible, and celebrate your wins.

**Become Your Best:** Seek and accept feedback wherever you can get it, decide what to change, and go for it. Be curious, and be confident and humble. Read others’ reactions, and adjust as you go. Bounce back from disappointments.

Source: Honeywell
Honeywell Leverages Employee Testimonials

“My work helps accelerate growth in Latin America. Our team delivers on commitments and gets the best out of each, and every one of us.”

– Francisco Marquez
Regional General Manager, Advanced Materials
Mexico

“Honeywell has supported me at STEM outreach programs and Society of Women Engineers’ conferences, and helped me empower women in engineering.”

– Melissa Jones
Engineer, Aerospace
United States

“Boeing in aviation was my childhood dream and I am now the first woman pilot from Honeywell with a Cessna-172R private license.”

– Sunaina Wancha
Engineer, Aerospace
India

“Honeywell has an open corporate culture that respects people of all nationalities and embraces all kinds of ideas.”

– Stacy Yang
Engineer, PMT
China

Source: Honeywell
Honeywell Invests in Veterans

Designated as a 2017 Military Friendly Employer by Victory Media, publisher of G.I. Jobs for the fourth year in a row, and recognized as a Best for Vets Employer by MilitaryTimes for efforts to recruit and support veterans, service members and their families, Honeywell’s performance culture is often an ideal fit.

Sr. Director, USAF Programs and Interim VP Defense Americas Aftermarket, Aerospace

Served: Five years as U.S. Air Force Captain at Tyndall Air Force Base in Panama City, Florida, and Osan Air Base in South Korea, commissioned from the University of Maine through the Reserve Officers’ Training Corp (ROTC)

Currently: Co-President of Honeywell’s Employee Veteran Network (HEVN)

How long have you worked at Honeywell? 18 years

What do you do? I lead a highly talented team focused on the growth and execution of commitments to all branches of the U.S. Department of Defense and the Commercial Helicopter and channel partner customers.

How has your experience in the military helped prepare you for this career? I recently had the opportunity to attend a presentation by General Dana W. McDew, Commander of United States Transportation Command, who mentioned a study on why people join the U.S. Air Force, and he summarized the findings as: “they want to work with amazing people doing amazing things to change the world.” That comment resonated as it could easily describe why people want to come to work at Honeywell. We have an amazing team of talented people that work on really cool products and services that have and will continue to change our world. Both environments reward their members based on performance, celebrate team accomplishments and have the ability to change the world through innovation.

How do you help attract veterans to work at Honeywell? As Co-President of the Honeywell Employee Veteran Network, I find opportunities for our members to give back to Veterans in their communities. For instance, we have launched the Project Shave program in Tempe and Sky Harbor that if successful, we hope to expand to other Honeywell facilities. Currently, we are collecting travel size toiletries at both locations to donate to Phoenix-based charities focused on assisting homeless veterans.

Served: 24 years as an Infantry Officer and Planner for the School for Advanced Military Studies (SAMS)

Deployed to: Kosovo, Kuwait, Iraq, Afghanistan, Saudi Arabia, Philippines, Thailand, and Singapore

What do you do? I coordinate the execution of production for multiple elements on the Space Launch System, which is the new NASA system developing rocket packages for manned and unmanned space flight.

How did your military experience prepare you for this job? Working as a team and maintaining strict timelines over the years created an embedded culture that fits well at Honeywell.

How does what you learned in the military apply here? Synchronizing resources and taking care of people are at the heart of both jobs.

Source: Honeywell
Honeywell Develops Next Generation Leaders

SCIENCE AND ENGINEERING
The Honeywell Initiative for Science and Engineering gives students direct access to Nobel Prize-winning laureates in chemistry and physics, as well as Honeywell’s top technologists and recruiters who help students discover exciting engineering careers in areas such as aerospace, automation and controls, energy, safety and security. Students participate in lectures, round-table discussions and informal interactions with laureates. Since 2008 the program has been presented to universities in China, the Czech Republic, India, Malaysia, Mexico, Romania and the United States.

LEADERSHIP CHALLENGE ACADEMY
This program for the children of our employees provides high school students with a unique opportunity to build and hone their leadership skills by tackling real-world challenges in science, technology, engineering, and mathematics (STEM). They are introduced to the legacy of the American Space Program and address current issues within the science and technology community.

EDUCATORS AT SPACE ACADEMY
This is a dream come true for science and math teachers – imagine the opportunity to learn about space and science by spending five incredible days at the world’s premiere space learning center, the U.S. Space and Rocket Center in Huntsville, Alabama. Since 2004, over 2,776 educators from 62 countries, 52 U.S. states and territories have graduated from this award-winning program.

Source: Honeywell
Johnson Controls International
Johnson Controls has long understood the value of diversity and inclusion. It is present in everything we embody – from our values to our Leader Expectations Model. Building on this history, our leadership is moving diversity and inclusion beyond a foundational value to a business imperative.

Our mission

Our mission is to become the competitive leader and industry model for diversity and inclusion to enable operational excellence, growth and engagement. Our strategic focus in this area will allow us to be:

• **Smarter**, bringing more ideas, perspectives and experiences to solving problems, responding to customers and innovating.
• **More accessible** to more customers, suppliers and markets.
• **More responsive** through faster issue resolution, risk mitigation efficiency and accuracy.
• **More capable**, through greater access to a broader base of talent that stays longer and is more productive.
• **More engaging**, by inviting more individuals the opportunity to bring their whole self to work.
• **Better performers** than non-diverse and non-inclusive cultures on most measures of financial performance.

Culture of Inclusion

At Johnson Controls, we believe that diversity and inclusion matter and make a difference. By embracing the true value of diversity and inclusion, getting comfortable with having crucial conversations, and valuing different perspectives, we will be one of the most desirable places to work.
As Johnson Controls strives to be a business partner, employer and supplier of choice, we realize that our ability to make progress in this area will require increased collaboration where employees are engaged to drive results. We uphold valuable corporate partnerships with many global, national, and local diversity and professional organizations. We actively partner with these organizations year-round on different programs and initiatives as well as national recruiting events. These partnerships grant us access to top diverse talent, research and benchmarking information as well as networking and professional development opportunities for our employees.

- Catalyst
- Diversity Best Practices
- True Blue Inclusion
- American Corporate Partners
- National Action Council for Minorities in Engineering (NACME)
- Society of Women Engineers
- National Society of Black Engineers
- Society of Hispanic Professional Engineers
- Women in Manufacturing
- Institute for Corporate Productivity
- The Conference Board
- Executive Leadership Council
- Information Technology Senior Management Forum
- Hispanic Professionals of Greater Milwaukee
- WI LGBT Chamber of Commerce
- African American Chamber of Commerce of Wisconsin
JCI’s Business Resource Groups

Johnson Controls supports and sponsors Business Resource Groups (BRGs) across the company. BRGs are an integral component of our overall workforce diversity strategy to create and sustain a diverse and inclusive workplace. They focus their efforts and initiatives using the 4C Model (career, culture, commerce and community) as a guide.

- BRGs are employee driven, voluntary and open to all employees.
- Our BRGs are global talent engines which showcase diverse perspectives to create business impact.

We have 10 different types of BRGs with more than 70 chapters, globally.

Source: Johnson Controls
Lincoln Educational Services Corporation (LINC), a leading provider of specialized technical training, has entered into an agreement with JCI to provide expanded career opportunities for Lincoln Tech graduates and to help build the Johnson Controls workforce. Graduates of Lincoln Tech’s HVAC and Electrical and Electronic Systems Technology training programs throughout the country will have the opportunity to pursue careers with Johnson Controls. Johnson Controls will provide training equipment and sponsor classrooms at Lincoln Tech campuses across the country. The partnership helps Lincoln recruit more students into its program and demonstrates a corporate/academic commitment to overcome the skills gap that exists in the industry.

JCI’s Network Educate eXPand Transform (NEXT) college women’s initiative is designed to inspire young women in STEM fields. The company partners with Women Engineers (SWE) chapters from Universities within locations JCI operates to provide students with exposure to opportunities in the engineering profession via speaker series, networking opportunities, and outreach events. NEXT Goals are to increase the pool of women in engineering at Johnson Controls (interns, early career hires, promotions, retention) and build a community of women engineers in target markets at all stages of the career continuum.

JCI has a variety of veterans’ services, programs, partnerships and opportunities. The company’s Veteran Engagement Team (VET) connects veterans who work at Johnson Controls with veteran recruitment efforts and new hires to provide support during transition to civilian life and the workforce. The VET provides employees who are veterans all over the world with support, networking and professional development opportunities.

Source: Johnson Controls
JCI Invests in Communities

“A fundamental value of Johnson Controls is to make a difference in the communities we serve and we are proud to support the International African American Museum, which will help tell the stories of many of these communities around the world for generations to come.”

George Oliver, Johnson Controls chairman and CEO

JCI took an interest in the museum in part because of its commitment to D&I, a foundational value of the corporation. The company’s $1 million investment will be recognized in the IAAM’s Center for Family History, a leading genealogy archive that will leverage databases and DNA testing to help individuals identify their ancestors, countries of origin and even living relatives. The IAAM, a museum, memorial and site of conscience, will present unvarnished history and culture, commemorate and celebrate the foundational role that Africans and their descendants played in the making of America, and highlight their diasporic connections around the world. This pillar of the museum will fuse past, present and future, as it empowers people of African descent to uncover their personal histories, enhance their understanding of their own identities, and assist them in connecting with unknown relatives.

“The Johnson Controls team lives and works in a global community, and for that reason, diversity and inclusion are of paramount importance to us. We strive to embrace the true value of diversity and inclusion, and we know that it is imperative that we make a concerted effort to understand diverse perspectives. The IAAM will elevate under-told stories that are vital to the broader American narrative, and we look forward to seeing the institution come to life.”

Grady Crosby, Chief Diversity Officer, President Johnson Controls Foundation

Source: Johnson Controls
JCI Recognized for Diversity

We are proud that our efforts to further diversity and inclusion have been recognized by external organizations and publications. It serves as motivation for us to continue to employ and promote the best talent and better compete in the marketplaces we serve.

2017

- 2017 Diversity Best Practice Inclusion Index Top 33
- USO Wisconsin 2017 Veteran Friendly Workplace Award
- Minority Engineer Magazine Top 50 Employers for Minority Engineers
- Workforce Diversity for Engineering & IT Professionals Magazine Top 50 Employers for Workforce Diversity
- U.S. Veterans Magazine Top Veteran-Friendly Company
- Named Gold level HBCU supporter by US Black Engineer & Information Technology Magazine

2016

- DiversityInc Noteworthy Company 2016
- HRC Corporate Equality Index Score of 75
- U.S. Veterans Magazine Top Veteran-Friendly Company
- HPGM Corporation of the Year
- Women Engineer Magazine Top 50 Employers for Woman Engineers
- Minority Engineer Magazine Top 50 Employers for Minority Engineers
- Hispanic Chamber of Commerce of WI Corporation of the Year Award

Source: Johnson Controls