Diversity Today: What does it mean? Why does it matter?
AGENDA

1. Who is RTI?
2. In the Beginning... Equal Opportunity
3. The Evolution of the Practice
4. Current Status
5. How to Effect Change
6. What's at Stake
1951: Titanium Mill Product Manufacturer

1998: Advanced to Titanium Fabrication

Blue Chip Customer Base:
- Airbus
- Boeing
- Lockheed Martin
- United Technologies
- BP
- Chevron

**Employees:** 2,500

**Capital Investment** (Past 5 Years): $245 million

**Locations:** 24, Canada, China, France, Japan, UK, US

**Sales** (2013): $783.3 million
Titanium Segment Overview

2013 Revenues: $346.6 million (44%)

Titanium mill products, including: Bloom, Billet, Sheet and Plate
Multiple melt platforms provide for wide range of titanium alloyed products
Engineered Products & Service Segment Overview

2013 Revenues: $436.7 million
(56%)

Multiple machining, extrusion and superplastic / hot forming businesses in the U.S., Canada, and Europe

Engineer, Design, Extrude, 3D Print, Precision Machine, Fabricate, Assemble, Kit and Install
AGENDA

1. Who is RTI?
2. In the Beginning... Equal Opportunity
3. The Evolution of the Practice
4. Current Status
5. How to Effect Change
6. What’s at Stake
Affirmative Action and Equal Employment Opportunity

"Take affirmative action to ensure that applicants are employed and that employees are treated during employment without regard to their race, creed, color, or national origin."
- John F. Kennedy

1961

1965

2015: 50th Anniversary of Executive Order 11246
Equal Opportunity

Affirmative Action:

- Numbers oriented
- Aims at changing internal demographics
- Opens doors
- Promotes access
- Historically excluded groups including:
  - Women
  - Minorities

Later laws cover people with disabilities, veterans and age discrimination.
Evolves to Concept of Diversity

Diversity: All the complex ways in which people are different.

Civil Rights Act of 1964:
- Race
- Color
- Religious Belief
- Sex
- National Origin

Age (1967)  Education
Pregnancy (1978)  Ethnicity
Disability (1990)  Culture
Political Belief  Generation
Sexual Orientation
Diversity Initiatives Studies, 1997
National Center for Research in Vocational Education, 1997

Major Reasons Why Organizations Manage Diversity:
- To improve productivity and remain competitive
- To form better work relationships among employees
- To enhance social responsibility
- To address legal concerns

Best Strategies for Managing Diversity
- Training and education programs
- Mentoring programs
- Career development programs
- Outreach programs
- Performance appraisal systems that are nondiscriminatory
- Organization policies that mandate fairness & equity for all employees
Why Change to Diversity?

Factors influencing diversity initiatives in 1997:
- Demographic changes
- Global marketplace
- Economics
- People are more comfortable being different
- Diverse customer base
- EEO and AA programs

“Due to legislation, there was a dramatic increase in the hiring of women and minorities in organizations, but they were treated like outsiders.”

The need developed to retain women & minorities:
Awareness-based diversity training to all employees
Sexual harassment policies
Beginning of benchmarking
Linking diversity to the strategic plan
AGENDA

1. Who is RTI?
2. In the Beginning... Equal Opportunity
3. The Evolution of the Practice
4. Current Status
5. How to Effect Change
6. What's at Stake
Current Status: Diversity & Inclusion

Inclusion: *Creating a working culture that values the differences between people.*

- Requires individuals to alter their innate beliefs and behaviors, which is difficult.
- Refers to a state of being valued, respected and supported.
Best Practices
Top 50 Companies of 2014 per DiversityInc

What Do They Do??!!

- Support from the top! CEO is the most important diversity officer
- Compensation of executives tied to diversity goals
- Diversity & Inclusion director
- Internal resource groups have business charters
- Formal mentoring programs
- Board of Directors is diverse
- Spend their money with minority/women owned businesses
- Partnering with multicultural nonprofits – on the board, volunteer
- Philanthropy – giving to nonprofits
- CEO statement about the importance of D&I on the website
- Corporate mission statement includes diversity
- Initiatives are constantly being measured against top companies
- Sponsorship programs
- CEO chairs the diversity council, meet quarterly
- Review supplier diversity metrics
Current Status
U.S. Manufacturing Sectors
% Male/Female Workers by Occupation

<table>
<thead>
<tr>
<th>Occupation</th>
<th>Men</th>
<th>Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>Craft Workers</td>
<td>91</td>
<td>9</td>
</tr>
<tr>
<td>Exec/Sr. Level Officials &amp; Mgrs</td>
<td>84</td>
<td>16</td>
</tr>
<tr>
<td>Office &amp; Clerical Workers</td>
<td>76</td>
<td>24</td>
</tr>
<tr>
<td>Laborers</td>
<td>65</td>
<td>35</td>
</tr>
<tr>
<td>Operatives</td>
<td>28</td>
<td>72</td>
</tr>
<tr>
<td>Professionals</td>
<td>73</td>
<td>70</td>
</tr>
<tr>
<td>Sales Workers</td>
<td>69</td>
<td>64</td>
</tr>
<tr>
<td>Service Workers</td>
<td>64</td>
<td>36</td>
</tr>
<tr>
<td>Technicians</td>
<td>80</td>
<td>20</td>
</tr>
</tbody>
</table>

EEOC.gov (2012 statistics)
Current Status
U.S. Manufacturing Sectors

% of Minority Workers by Occupation

- Craft Workers: 25% White, 75% Minority
- Exec/Sr. Level Officials & Mgrs: 11% White, 89% Minority
- First/Mid Level Officials & Mgrs: 17% White, 83% Minority
- Office & Clerical Workers: 56% White, 44% Minority
- Laborers: 25% White, 75% Minority
- Operatives: 39% White, 61% Minority
- Professionals: 24% White, 76% Minority
- Sales Workers: 16% White, 84% Minority
- Service Workers: 45% White, 55% Minority
- Technicians: 26% White, 74% Minority

EEOC.gov (2012 statistics)
Comparison of RTI vs. Manufacturing Sectors
% Women Workers by Occupation

Technicians: RTI - 17, Manufacturing Sector - 20
Service Workers: RTI - 21, Manufacturing Sector - 40
Sales Workers: RTI - 31, Manufacturing Sector - 36
Professionals: RTI - 32, Manufacturing Sector - 30
Operatives: RTI - 21, Manufacturing Sector - 27
Office & Clerical Workers: RTI - 28, Manufacturing Sector - 42
Laborers: RTI - 22, Manufacturing Sector - 35
First/Mid Level Officials & Managers: RTI - 22, Manufacturing Sector - 24
Executive/Senior Level Officials & Managers: RTI - 16, Manufacturing Sector - 27
Craft Workers: RTI - 5, Manufacturing Sector - 9

RTI Statistics, EEOC.gov (2012 statistics)
Comparison of RTI vs. Manufacturing Sectors
% Minority Workers by Occupation

- Technicians: RTI 8, Manufacturing Sector 26
- Service Workers: RTI 0, Manufacturing Sector 60
- Sales Workers: RTI 16, Manufacturing Sector 45
- Professionals: RTI 14, Manufacturing Sector 24
- Operatives: RTI 14, Manufacturing Sector 39
- Office & Clerical Workers: RTI 14, Manufacturing Sector 25
- Laborers: RTI 14, Manufacturing Sector 25
- First/Mid Level Officials & Managers: RTI 10, Manufacturing Sector 56
- Executive/Senior Level Officials & Managers: RTI 6, Manufacturing Sector 17
- Craft Workers: RTI 11, Manufacturing Sector 16

RTI Statistics, EEOC.gov (2012 statistics)
Where are the Women at RTI?

- Service Workers: 1%
- Technicians: 6%
- Craft Workers: 7%
- Executive/Senior Level Officials & Managers: 1%
- First/Mid Level Officials & Managers: 17%
- Laborers: 3%
- Office & Clerical Workers: 23%
- Operatives: 22%
- Professionals: 20%
- Sales Workers: 0%
AGENDA

1. Who is RTI?
2. In the Beginning... Equal Opportunity
3. The Evolution of the Practice
4. Current Status
5. How to Effect Change
6. What’s at Stake
Diversity Initiatives at RTI

Diversity…
Our workforce is inclusive of multiple cultures, thought, ideas and backgrounds. This is reflected in how we operate and enables our global success.

Center of Gravity:
Measurement
Promotions & Hiring
Leadership Positions
Industry D&I Roundtable
Talent Pipeline
Effecting Change

Point - Counterpoint
Lean-In vs. Why Women Still Can’t Have it All

"Face the facts of being what you are, for that is what changes what you are."

Soren Kierkegaard
Danish philosopher
“...Using your diverse workforce to create the innovative products, services and business practices that can set a company apart and give it a competitive advantage in the marketplace.”

Forbes.com/forbesinsights
What's At Stake – The Driving Forces

- Business Growth
- Key Driver of Innovation, Foster Creativity
- Attract & Retain Top Talent
- Guide Business Strategy
- Increase Productivity
- Avoid Litigation

“...Using your diverse workforce to create the innovative products, services and business practices that can set a company apart and give it a competitive advantage in the marketplace.”

Forbes.com/forbesinsights
Why Does it Matter?

Change starts from within.