Arconic has a robust diversity structure and strategy, supported by strong programs and a legacy from our roots at Alcoa — a 2013 winner of the coveted Catalyst Award. When Arconic was formed in late 2016, we set out on day one to create a culture of inclusion and drive high-engagement inclusive behaviors at every level of the company, from the plant floor to the executive office.

The vehicle chosen as the centerpiece of that transformation was our six employee resource groups (ERGs) – women, African heritage, Hispanic, LGBTQ, early career and veterans. Established as safe networking arenas for diverse employees to share experiences and create a sense of belonging, the ERGs now have a proactive role in inclusion and diversity efforts across Arconic.

To bring a cross-fertilization of perspectives, we encourage managers and executives to become “allies” of ERGs outside their own affinity. Our CFO, CLO and I each became the executive sponsor of an ERG. Within the management team and throughout the organization, the resulting sense of inclusion has become a significant value enabler for Arconic’s businesses. Following are several examples.

Pursuing and Attracting Talent to Arconic:
Our future depends on attracting and retaining engineers, technologists and innovators who choose Arconic as a place to grow their careers. To reinforce that Arconic is determined to increase the number of female and minority plant managers and business unit leaders, members of our ERGs actively represent the company at Manufacturing Institute forums, recruit at our partner universities and attend diversity recruitment events. Earlier this year, our six ERGs helped to recruit at the annual conference of the National Society of Black Engineers (NSBE), supporting the members of the African heritage ERG who had already been mentoring graduating students in NSBE chapters across the United States.

Building Arconic’s brand: ERG members volunteer for service projects that help our businesses strengthen relationships with our stakeholders and communities. Arconic’s inclusion and diversity officer, who also serves as the president of Arconic Foundation, ensures that inclusion is a central theme of the $14 million in grants and contributions we make each year. Every nonprofit partner is challenged to
deliver high-impact programming to the underserved. The Foundation's portfolio of grants educates girls, African heritage and LGBTQ youth in science, technology, engineering and math (STEM) and funds programs that support women in manufacturing and veterans in technical fields. ERG members contribute time and talent — often in partnership with customers, educators and government officials — to deliver programs that help students in our local communities and build a global workforce of diverse talent. These efforts also support our goal of changing perceptions regarding careers in our industry. Together, we're addressing the gap between perception and reality for critical factors such as job stability, pay and benefits.

Driving programs and policy: ERGs provide Arconic with insights and mechanisms to test the effectiveness of our programs and policies, not only of our diverse employees but also of the entire workforce. Supporting a new comprehensive career development program for our 41,500 worldwide employees, the African heritage ERG is helping us accelerate the program’s global launch. A group of high-potential ERG members and their managers are piloting high-impact performance feedback, mentoring and coaching techniques. Our LGBTQ ERG has been instrumental in helping the company research, develop and draft a wide range of policies, from transgender workplace guidelines to domestic partner benefits within our benefits plans worldwide. Thanks to that ERG's leadership, the Human Rights Campaign has consistently awarded Arconic a perfect score in its Corporate Equality Index, which benchmarks companies' progress in advancing workplace equality for LGBTQ individuals.

There’s a saying that “diversity is being invited to the party; inclusion is being asked to dance.” At Arconic, our ERGs enable us to ensure that every single employee, supervisor, manager and executive is fully engaged and empowered.