Diversity and inclusion are central to our core values and the success and vibrancy of Harris. Leveraging the unique perspectives of our employees is vital to delivering innovative solutions and to sustaining long-term success. I am proud Harris is a place where everyone has the opportunity to succeed.

True innovation stems from a diversity of ideas ...

For a company founded on and driven by innovation for nearly 125 years, this simple concept cannot be overstated.

History has proven time and again that diverse perspectives and innovation are inextricably linked. At Harris, we are constantly reminded that fostering and embracing our employees’ unique perspectives is vital to delivering innovative solutions to our customers and to sustaining our long-term success.

But embracing diversity and inclusion can’t just be talk — it must be made real through actions and results. This is why diversity and inclusion are embedded in our core values and why we have implemented numerous initiatives to attract, engage and retain a diverse workforce — and ensure a culture of inclusion.

I am especially proud of the progress we have made in making Harris a place where women are not just supported but empowered. Representation of women executives has nearly doubled to one-third of our senior leadership team over the past five years. And our retention rate for women overall is now at parity with that of men — and better than the industry average.

In 2014, several of Harris’ top women leaders collaborated to launch the Women’s Leadership Initiative (WLI) to develop, empower and connect women at Harris. Core initiatives include a biennial Women’s Leadership Conference, Women@Harris LinkedIn network, Lean In Circles, WLI Speaker Series, and expectant and working mother accommodations.

Harris also fosters the next generation of innovators through a variety of initiatives — with particular focus on attracting women into science, technology, engineering and math (STEM) positions. Women are significantly underrepresented in the technical disciplines essential to our business. Today, 50 percent of university students are women, but they represent only 1 in 5 students in engineering programs.
Each year, Harris funds research, internships and educational activities at universities and partners with them to help shape curricula to ensure students have the necessary skills and are well prepared to enter the workforce.

Beyond ensuring a supportive environment for women, Harris continues to encourage a diverse and inclusive culture in a broader sense. Additional actions include:

- **Unconscious Bias Awareness Training**
  Formal course to increase awareness of unintended biases and promote behavior change to ultimately make Harris more inclusive.

- **Diversity Operating Reviews**
  Quarterly meetings between operating segments and corporate staff to review results, set strategy and share best practices. Sessions apply the same rigor and operating model used to ensure accountability and alignment on business objectives to improve engagement and inclusion.

- **External Partnerships**
  Initiatives such as INROADS, Lean In and CEO Action for Diversity & Inclusion to recruit, share best practices, and demonstrate our commitment to diversity and inclusion.

- **Employee Resource Groups (ERGs)**
  Eight ERGs with 25 chapters and more than 6,000 members that serve as the voice of their communities — providing feedback and suggestions to senior leadership on initiatives to attract, develop, engage and retain a high-performing, diverse workforce. ERGs also volunteer time and talent to mentor underserved minority students.

We’ve also made supporting STEM enrichment programs among underserved communities a top priority of the Harris Foundation and our Harris Employees Actively Responding Together (H.E.A.R.T) employee volunteer program. As we celebrate cultural heritage months, such as Black History and Women’s History, the H.E.A.R.T program also ties in volunteer opportunities for our employees to increase awareness around diversity and inclusion.

Our work is far from finished. But I am proud of the progress that we have made and that Harris is a place where everyone has the opportunity to succeed. And I am excited about the future when further advances in diversity and inclusion will spur ever greater innovation.