Better Together

Honeywell’s fundamental goals are to:
- Employ one of the world’s greatest, most diverse and most globally minded workforces;
- Leverage fully our unique talents, backgrounds, belief systems and perspectives; and
- Bring to market leading connected technologies that advance the state of the art in a broad array of industries and that improve the quality of lives by building a smarter, safer and more sustainable world.

All of this must be accomplished within a high-performance culture that universally values Integrity and Ethics, Supporting Diversity, and Workplace Respect. These are our fundamental values and are required of all employees. In fact, we actively communicate with our workforce that anyone who does not demonstrate these values cannot work at Honeywell.

Our Behaviors and Code of Business Conduct

At Honeywell we have built a foundation committed to Integrity and Ethics, Supporting Diversity, and Workplace Respect. In fact, we actively communicate with our workforce that anyone who does not demonstrate these values cannot work at Honeywell. From the shop floor to the boardroom, all Honeywell employees and representatives are held to these highest standards. Our Code of Business Conduct provides guidance and describes the basic rules that we are expected to follow.”

In addition to our fundamental values, we introduced our 8 Behaviors to reinforce our performance culture and enable our transformation into the world’s premier Software-Industrial Company. The Behaviors reflect the bold, entrepreneurial spirit of our leaders along with our emphasis on execution with speed and precision. Our 8 Behaviors are:

- Have a Passion for Winning;
- Be a Zealot for Growth;
- Think Big ... Then Make It Happen;
- Act with Urgency;
- Be Courageous;
- Go Beyond;
- Inspire Greatness; and
- Become Your Best.

At Honeywell, we conduct ourselves with the highest levels of integrity in everything we do. From the shop floor to the boardroom, all Honeywell employees and representatives are held to the highest standard. Employees are trained in our Code of Business Conduct, which is designed to provide guidance on
the company’s standards of Integrity and Compliance. Our Code is an integral element of the Honeywell Behaviors. It describes the basic rules of conduct that we are expected to follow.

A key principle in the Code is our commitment to Inclusion and Diversity (I&D). We value the diversity reflected in our various backgrounds, experiences and ideas. We believe that our commitment to I&D helps us build a competitive advantage and furthers our long-term success.

1. **Understand I&D** — Our priority is to ensure that all employees understand why I&D is a foundational principle and the role they play to support it. We value and recognize all aspects of diversity, including diversity of thought, background and experiences; diversity of our suppliers; and diversity of our customer base.

2. **Leverage Inclusive Leadership to Drive Growth** — We recognize that leading inclusively builds highly successful diverse teams that better collaborate and innovate to deliver business results. Our managers are expected to role model inclusive leadership, and we support their development of this as a leadership skill. Our training and development programs help managers get the best out of their teams and provide practical techniques to remove bias from their decisions, actions and behaviors.

3. **Attract, Retain and Develop** — We continuously develop more effective staffing strategies to attract diverse and highly qualified candidates. We optimize our outreach efforts and partner with schools and recruiting conferences that can consistently provide strong talent. We ensure that diversity is a central theme within our talent discussions, and we build diverse succession pipelines that reflect a broad range of experiences and perspectives. We also promote diverse talent from within the organization. Our standard processes help identify areas of focus to ensure year-over-year improvements.

**Best Practice — Staffing and Talent Management**

- We require a diversity of staffing slates, interview panels, blind resumes and neutral job descriptions.
- Managers are expected to know their talent, recognize career goals and help these employees succeed.
- Managers are expected to understand why people stay and reinforce practices to sustain employee loyalty.
- Mentoring and sponsorship programs are in place to support career development.

**Best Practice — University Relations and Early Career**

- Target partner schools with diverse student populations.
- Sponsor diverse science, technology, engineering and math (STEM) organizations to attract and support early career talent, including the Society of Women Engineers, the Society of Hispanic Professionals, the National Society of Black Engineers and Grace Hopper — Women in Computing.
- Build longstanding relationships with campus schools and collegiate students.
- Explore precollegiate outreach introducing STEM at an early stage (K–12).

**Communicate** — Dedicated communications and brand specialists help us illustrate our diverse and inclusive culture. We showcase our communities
through websites and social media campaigns, which helps to attract and retain diverse talent. These media platforms are leveraged to reinforce leadership messaging, set expectations and embed our values into all our core processes.

5. **Lead** — Commitment at the top reinforces the importance of I&D. I&D is always on our executive leadership agenda to ensure we are continuously improving year over year.

**Best Practice** — Our Board of Directors includes three women, three Hispanics, two African Americans and two non-U.S. citizens. This offers us the critical diversity of opinion that enables the strongest decision making.

6. **Develop Strategic Partnerships** — We collaborate with organizations that help us drive our I&D objectives: attracting strong diverse talent, developing and retaining our people, and positively affecting communities. Having dedicated I&D networks is critical to our employee retention strategies. Honeywell’s Diversity Councils and Employee Networks help execute our strategy, drive results, and create a sense of community and support.

**Best Practice — Networks**
- Businesses own and drive their I&D Councils to ensure accountability.
- These councils and networks have a purpose and dedicated goals.
- Examples of our networks include:
  - Women in Honeywell Engineering Network;
  - Women Information Network;
  - AERO Women’s Council;
  - Honeywell Employees Military Network;
  - Honeywell Black Engineers Group;
  - Aero Engineering and Technology Diversity and Inclusion Council;
  - Law & Government Relations Diversity & Inclusion Council; and
  - Other opportunities we are exploring, including Young Professionals Network, Honeywell Women in Technology, National Society of Black Engineers Members Network and the LGBTQ community.

**Honeywell Hometown Solutions**

Honeywell Hometown Solutions has supported more than 5 million students around the world who have benefited from our unique and extensive STEM education programs conducted in partnership with leading public agencies, universities and nongovernmental organizations.

For example, the Honeywell Leadership Challenge Academy held at the U.S. Space and Rocket Center in Huntsville, AL, is a week-long, high-energy learning program exclusive to students ages 16–18 who are children of full-time Honeywell employees. This program is life changing for children around the world with diverse ethnic backgrounds and is designed to inspire STEM-related career choices.

We are proud of the opportunity that our Honeywell Hometown Solutions programs provide young people around the world.

**Leadership Council on Legal Diversity (LCLD)**

Honeywell is an active member of LCLD,
a national organization that focuses on developing strategies to increase diversity in the legal profession.

In 2011, LCLD launched its Fellows Program, an initiative built to foster diversity at the leadership levels of the nation’s law firms and corporate legal departments. Honeywell has had 20 Fellows since 2011 and has hosted several learning events. Honeywell’s participation in LCLD has helped broaden the company’s network of diverse resources to solve our legal problems.

Honeywell also has hosted six first-year law students at five offices as part of the LCLD 1L Scholars Program, which is designed to strengthen the legal pipeline by expanding the number of opportunities for diverse students. While at Honeywell, the scholars work with in-house attorneys on research projects, attend training sessions and business meetings, and gain a general understanding of the in-house legal profession.

Diversity in the Courtroom

Our Legal function recognized the need to prioritize diversity in our trial teams, as well as diversity in our juries, to best capture the advantages of bringing different voices to the courtroom. Jury research demonstrates that diverse juries tend to pay closer attention, work harder at collaborative deliberations and appear more motivated to “get it right” than non-diverse juries. We have built — and continue to build — teams of lawyers that capture the widest range of backgrounds, views and perspectives and capture the best representation of the company that will resonate with jurors. Moreover, in jury selection, our diverse trial teams focus on obtaining diversity in selecting the jury panels in our cases, whenever practicable.

We now have much more diverse and representative trial teams and firmly believe that diversity contributes to our trial successes.

Global Diversity Driving Business Growth — Entering New Markets

As Honeywell was looking to expand into a new space for its process solutions business — pharmaceuticals and specialty chemicals — we leveraged our unique ability to capture ideas and execution capabilities from our employees around the globe. The business idea was conceived in Germany, and the new offering was then developed in the United States, India and Australia. This was accomplished in record time and was a substantial financial win for Honeywell.

Global Diversity Driving Business Growth — Global Collaboration

Focus, thoroughness and tight collaboration were the main success ingredients for a major order with a large gas distributor. We faced tough competition but tailored a customized offer to meet numerous technical requirements. The team of 11 employees across three different countries was the key factor behind this win. Although located at different sites with different cultures, languages and time zones, the team collaborated daily and addressed challenges immediately.

As a result of the great teamwork, the gas distributor order represented one of Honeywell’s biggest client wins in the Asia Pacific region.

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